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U.S. Department  
of Transportation

**Urban Mass  
Transportation  
Administration**

# The Off-Peak Ticket Incentive Demonstration in Spokane, WA

UMTA/TSC Evaluation Series

Final Report  
May 1985

*Mid-day  
Rider*

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16. Abstract <p>The City of Spokane began a ticket incentive program in August 1981 as a means of increasing transit ridership during off-peak hours. Each time passengers boarded a bus, they could dispense a ticket which could be exchanged for discounts on goods and services at participating merchants. Discounted specials were advertised in a monthly discount booklet. The program ran for three years beginning in the downtown and expanding to suburban areas. Program hours also eventually expanded beyond the midday.</p> <p>A total of 247 merchants, who had the option of entering and exiting the program each month, participated. Passengers redeemed an average of 7900 tickets for goods and services each month. Ridership in the midday increased by 5-12%; however, the possibility of causes other than the Mid-Day Rider Program cannot be ruled out.</p> <p>After May 1983, merchants had to pay for advertising space in the discount booklet. The program was unable to generate sufficient revenues from merchant contracts to run independently and the program was closed July 31, 1984.</p>					
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## PREFACE

This report evaluates a Service and Methods Demonstration (SMD) project in Spokane, Washington, funded by the Urban Mass Transportation Administration (UMTA). This report documents the project from its planning phase (beginning in August 1980) through the third year of operation, July 1984.

Beginning in July 1982, Crain and Associates conducted the evaluation under contract to the Transportation Systems Center (TSC). Previously, the evaluation had been conducted by SYSTAN, Inc., also under contract to TSC. The project director for Spokane was Diane Morton, Director of Planning and Marketing for the Spokane Transit Authority. The project manager was Colleen McCord through 1982 and Pam Fitzpatrick of Washington Transit Advertising Company, assisted by Maurece Vulcano and Chris Wilson through July 1984. The project managers for UMTA were Vincenzo Milione, Marvin Futrell, Jr., and Roger Tate. David Damm, David Kahn and Rosemary Booth were the TSC technical monitors responsible for overseeing the evaluation. Staff at Crain and Associates who worked on the evaluation include Sydwell Flynn (project manager); David Koffman (analysis of ridership data, general technical assistance); George Rhyner (programmer); Andrea LaJoie (research assistant); Ana Chou (report coordinator); Molly Hughes, Kathy Lunde, and Madeleine St. Pierre (typists). Carolyn Fratessa was the project manager for SYSTAN, Inc.

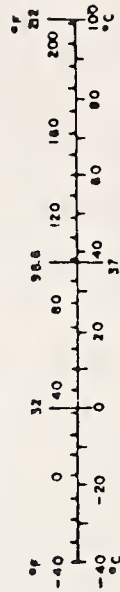
# METRIC CONVERSION FACTORS

## Approximate Conversions to Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
<b>LENGTH</b>				
in	inches	2.5	centimeters	cm
ft	feet	30	centimeters	cm
yd	yards	0.9	meters	m
mi	miles	1.6	kilometers	km
<b>AREA</b>				
in <sup>2</sup>	square inches	6.5	square centimeters	cm <sup>2</sup>
ft <sup>2</sup>	square feet	0.09	square meters	m <sup>2</sup>
yd <sup>2</sup>	square yards	0.8	square meters	m <sup>2</sup>
mi <sup>2</sup>	square miles	2.6	square kilometers	km <sup>2</sup>
acres	acres	0.4	hectares	ha
<b>MASS (weight)</b>				
oz	ounces	28	grams	g
lb	pounds	0.45	kilograms	kg
	short tons (2000 lb)	0.9	tonnes	t
<b>VOLUME</b>				
teaspoon	teaspoons	5	milliliters	ml
fl oz	fluid ounces	15	milliliters	ml
c	cups	30	milliliters	ml
pt	pints	0.24	liters	l
qt	quarts	0.47	liters	l
gal	gallons	0.95	liters	l
ft <sup>3</sup>	cubic feet	3.8	liters	l
yd <sup>3</sup>	cubic yards	0.03	cubic meters	m <sup>3</sup>
		0.76	cubic meters	m <sup>3</sup>
<b>TEMPERATURE (exact)</b>				
°F	Fahrenheit temperature	5/9 (after subtracting 32)	Celsius temperature	°C

## Approximate Conversions from Metric Measures

Symbol	When You Know	Multiply by	To Find	Symbol
<b>LENGTH</b>				
mm	millimeters	0.04	inches	in
cm	centimeters	0.4	inches	in
m	meters	3.3	feet	ft
m	meters	1.1	yards	yd
km	kilometers	0.8	miles	mi
<b>AREA</b>				
cm <sup>2</sup>	square centimeters	0.16	square inches	in <sup>2</sup>
m <sup>2</sup>	square meters	1.2	square yards	yd <sup>2</sup>
km <sup>2</sup>	square kilometers	0.4	square miles	mi <sup>2</sup>
ha	hectares (10,000 m <sup>2</sup> )	2.5	acres	acres
<b>MASS (weight)</b>				
g	grams	0.035	ounces	oz
kg	kilograms	2.2	pounds	lb
t	tonnes (1000 kg)	1.1	short tons	short tons
<b>VOLUME</b>				
ml	milliliters	0.03	fluid ounces	fl oz
l	liters	2.1	pints	pt
l	liters	1.06	quarts	qt
l	liters	0.26	gallons	gal
m <sup>3</sup>	cubic meters	35	cubic feet	ft <sup>3</sup>
m <sup>3</sup>	cubic meters	1.3	cubic yards	yd <sup>3</sup>
<b>TEMPERATURE (exact)</b>				
°C	Celsius temperature	9/5 (then add 32)	Fahrenheit temperature	°F



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## EXECUTIVE SUMMARY

### BACKGROUND

In May 1980, the City of Spokane, Washington was awarded a two-year Service and Methods Demonstration (SMD) grant from the Urban Mass Transportation Administration to test a ticket incentive program as a means of increasing weekday ridership during off-peak hours. In October 1982, an additional grant was awarded to extend the demonstration for ten months (through August 1983). Total UMTA funding for the demonstration was \$550,976.

### SETTING

Spokane is called the center of the Inland Empire, an area of 80,000 square miles and 1.2 million people. The City of Spokane, located in eastern Washington, near the Idaho border, has a population of 171,300 people. Population growth for the Spokane Metropolitan Area was 19% between 1970 and 1980.

Bus service is provided to Spokane residents by the Spokane Transit Authority whose service area encompasses approximately 360 square miles of Spokane County and serves 88% of the county population. The fixed route fleet is comprised of 120 buses with service provided between 5:30 AM and 1:00 AM on weekdays.

### PROJECT DESIGN

The incentive to ride the bus was a ticket which was available to riders each time they boarded the bus. These tickets could be exchanged for discounts on goods and services from participating merchants. Bus riders could choose which of the specials offered in a monthly discount booklet they would claim with their ticket. Discounts generally ranged from 10% to 30% off; some businesses offered a free item with a

purchase. Merchants had the option of changing the special offered and of entering and exiting the program each month.

The demonstration began in August 1981 as the Mid-day Rider Program (MRP); the demonstration site was confined to the Central Business District and the off-peak period was defined as 9:15 AM to 2:00 PM. Tickets were dispensed from a machine located directly behind the driver. In April 1982, the project area was enlarged, coinciding with an expansion of the transit service area, to include merchants in suburban shopping centers. Project hours were extended in June to include evenings and weekends and the program changed to the Mid-day Rider Plus. In February 1983, the program switched from public to private control when Washington Transit Advertising took over management of the day-to-day operation of the program. Beginning in May 1983, merchants were required to pay for advertising space in the discount booklet. Finally, in January 1984 the project became The Bus Plus and was expanded to all hours of transit operation. Tickets were included in the monthly discount booklet, which riders could get on all the buses, and the ticket dispensing machines were removed from the buses.

The Spokane Transit Authority (STA) had overall responsibility for planning, implementing and administering the demonstration. The day-to-day operation was carried out by a staff of three to four persons supplemented by marketing, public relations and graphic consultants.

#### RIDERSHIP

Ridership in the mid-day increased by from 5% to 12% compared to non-midday ridership. The possibility of causes other than the MRP cannot be ruled out. Mid-day ridership for those not working, age 65 or older, and for men increased more than for other groups. The MRP does not appear to have caused an appreciable shift in time of travel from peak to off-peak. At

the level of all-day ridership figures, any changes due to the MRP are lost in fluctuations due to other causes.

#### MERCHANT PARTICIPATION

The demonstration emphasized private and public sector cooperation. By providing discounts on goods and services redeemed with tickets, the merchants were providing an indirect subsidy to transit. In turn, they gained a new marketing tool, new customers, and possible increases in their retail sales.

A Business Advisory Board (BAB) was created to promote a cooperative environment between the public transit agency and the Spokane business community. During the first year of the program the Board met monthly, helping to develop program guidelines, anticipating operational problems, and monitoring the quality of items offered in exchange for tickets.

The program began with 33 downtown merchants. When the program expanded beyond the downtown (April 1982), the number of businesses rose to 72. Some of these businesses had several branches so that for a customer, the number of stores where they could redeem a ticket was larger, 113 in April 1982, for example.

Between April 1982 and May 1983 when the program was open to all merchants in the Spokane area at no charge, the average number of merchants in the program per month was 69. During the period that merchants paid to be part of the program (May 1983 through July 1984), an average of 46 merchants were in the program each month.

#### BUSINESS IMPACTS

Businesses participating in the program did so primarily because they believed it was a good form of advertising. Many believed participation in the program increased store traffic; most were unable to estimate the impact on sales. Businesses electing to participate in the program once they were required



to pay did so because they believed it was a cost-effective method of advertising providing them with exposure to a new market. Businesses that dropped out of the program once it switched to paid participation did so either because they could not afford to pay for the advertising or because they did not believe that advertising generated sufficient business to justify the cost.

Mid-day riders spent an average of \$48,350 each quarter on discounted goods and services offered by participating merchants.

#### TICKET MACHINES

The single biggest problem with which the staff had to deal throughout the demonstration was the ticket dispensing machines. Problems began when the machines were not delivered on time, were not constructed according to specification, and, once installed, failed to function properly. Maintenance of the machines throughout the demonstration was extremely time consuming. These problems led to a decision to remove the ticket machines from the buses and instead incorporate the tickets as part of the monthly discount booklet.

#### PUBLIC RESPONSE

The information presented in this section of the summary is based on data collected during the time the program was limited to mid-day, evening, and Sunday riders (from June 1982 through December 1983).

##### General Awareness

In March 1983, seven in ten respondents to a telephone survey of Spokane households reported awareness of the MRP, with women statistically more likely to be aware of it than men. Eleven percent of those surveyed had actually used the program.



## Demographic Profile

The typical Mid-day Plus rider was a relatively young (under 35) female with a household income of under \$10,000. She used the bus for a variety of trip purposes, with shopping heading the list.

## Ticket Taking and Redemption

About two-fifths of the passengers indicated they took a ticket on a regular basis, that is, at least every other time they boarded the bus. Compared to those who rarely or never took tickets, persons who regularly took tickets were significantly more likely to be women, be 35 years of age or older, be homemakers or retired persons, and have annual incomes under \$20,000.

A little over half of the respondents said they had exchanged a ticket and 56% of this group (ticket exchangers) said they had exchanged a ticket for goods or services at least once during the past month. People exchanged tickets most often at downtown stores (85%), and about one-fifth said they had exchanged tickets in a store where they had never been before.

No clear pattern emerged as to how long tickets were held before they were redeemed for products or services, as 53% of passengers said the period of time they saved a ticket varied from month to month. Only six percent said they redeemed tickets within a week.

A special promotion in August 1982 which offered a free one-month bus pass for 60 tickets allowed the MRP manager to evaluate the ticket-taking patterns of eight mid-day riders. Seventy-two percent (72%) of the tickets turned in to secure the passes were six months old or more; 28% were nine months old or more.

Overall, the number of tickets exchanged for goods and services showed little fluctuation over the project's

history. The average number of tickets exchanged per month was 7,922; the average redemption rate (tickets redeemed vs. tickets dispensed from the machines) was 20%.

By type of business, the highest percentage of tickets were exchanged at full service restaurants (45%), followed by fast food restaurants (27%) and retail stores (13%).

### Savings to Consumers

For bus riders the average overall savings per ticket exchanged for discounted goods and services was 83 . The average savings per exchange (which refers to the transaction by a customer rather than the number of tickets required for the transaction, anywhere from one to ten tickets) was \$1.32. The average exchange, then, used 1.6 tickets.

### SHIFT FROM PUBLIC TO PRIVATE CONTROL

From the beginning of the demonstration, STA considered how it might be possible to continue the ticket incentive program once the demonstration funds were exhausted. The obvious source of income was to charge merchants for the free advertising space they received in the discount booklet. The second grant application submitted to UMTA in July 1982 stated that the main objective of the program, if extended, would be the transition to the private sector.

In November, Washington Transit Advertising Company declared its intent to begin management of the program in February 1983. Merchants were notified that, beginning in May, they would have to pay for space in the discount booklet. Beginning rates ranged from \$25 to \$175 a month depending on the size of the ad and the period of the contract.

The program operated on a paid basis for 15 months. During this time (May 1983-July 1984), 87 merchants purchased space in the discount booklet. These merchant contracts produced an average monthly revenue of \$1,760. The average

monthly operating cost for the MRP/Bus Plus Program during the last year of operation was \$10,500, almost six times the monthly amount collected from merchant fees. The project staff concluded there was no way for the program to generate sufficient revenues to offset costs, and they made the decision to close the project effective July 31, 1984.





## 1 . I N T R O D U C T I O N

### 1.1 PROJECT OVERVIEW

Transit operators face the problem of serving a demand for travel which is highly temporal in nature. Most transit systems are designed to meet the peak periods of travel, usually the morning and afternoon commuting hours. As a result, off-peak transit vehicles are often underutilized.

In May 1980 the City of Spokane, Washington was awarded a two year Service and Methods Demonstration grant from the Urban Mass Transportation Administration to test a ticket incentive program as a means of increasing weekday ridership during off-peak hours. The incentive to ride the bus was a ticket, which was available to riders each time they boarded a bus. These tickets could be exchanged for discounts on goods and services from participating merchants. Bus riders could choose which of the specials offered in the monthly Discount Booklet they would claim with their ticket. Discounts generally ranged from 10% to 30% off; some businesses offered a free item with a purchase. Merchants had the option of changing the special offered and of entering and exiting the program each month.

The demonstration began in August 1981 as the Mid-day Rider Program; the demonstration site was confined to the Central Business District and the off-peak period was defined as 9:15 AM to 2:00 PM. Tickets were dispensed from a machine located directly behind the driver. The monthly Discount Booklet was distributed on the bus as well as at participating merchants. In April 1982 the project area was enlarged, coinciding with an expansion of the transit service area, to include merchants in suburban shopping centers. Project hours were extended to include evenings and weekends in June and the

program changed to the Mid-day Rider Plus. In January 1984 the project became The Bus Plus and was expanded to all hours of transit operation. Tickets were included in the monthly Discount Booklet, which was obtained on board the bus, and the ticket dispensing machines were removed from the buses. After seven months of operating as the Bus Plus, the project was closed on July 31, 1984.

## 1.2 PROJECT OBJECTIVES

The primary objective of the Spokane demonstration was to increase weekday off-peak transit ridership (between 9:15 AM and 2:00 PM), thus increasing Spokane Transit productivity. Secondary objectives were:

- o Increase the attractiveness of the CBD as a shopping center (initial phase)
- o Stimulate/increase private/public sector cooperation and involvement with public transportation
- o Maintain/increase positive attitudes toward the Spokane Transit Authority (STA) by riders and non-riders.

The experimental aspect of the demonstration was the use of tickets, exchangeable for goods or discounts on merchandise or services, to achieve these objectives. The ticket program was accompanied by marketing to encourage the participation of both the merchants and the Spokane community.

In the Spokane demonstration planning, the use of tickets was intended to change traveler behavior in the following ways:

- o Some peak riders would shift to the off-peak period to take advantage of the tickets alleviating the capacity problem which existed during the peak periods.
- o New riders would be attracted to transit because of the ticket program.
- o More transit trips would be made because of the tickets.

In summary, the demonstration was based on:

- o Changing travel behavior using the tickets as incentives to ride transit. This increase in ridership was to be accomplished without a change in level of transit service.
- o Increasing STA productivity.

Potential benefits of the demonstration are summarized below:

Potential Benefits for Merchants:

- New customers
- New marketing tool
- Increase in retail sales
- Participation and influence in transit programs

Potential Benefits for STA:

- New riders at little cost
- Increase in productivity
- Private sector indirect subsidy to transit

### 1.3 ORGANIZATIONAL ROLES

The major participants in planning, evaluating and operating the Spokane demonstration are shown in Figure 1-1 and are briefly described.

The Urban Mass Transportation Administration (UMTA) of the U.S. Department of Transportation awarded a Service and Methods Demonstration (SMD) Grant (Section 6) to the City of Spokane, later transferred to STA\* which is the new regional transit agency. Under this contract, UMTA was responsible for monitoring all project activities and expenses.

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\*Until November 1981, the Spokane Transit System (STS) operated most of its routes within the city. After a favorable public vote on an expanded transit service area, the newly created transit entity, START, assumed responsibility for the demonstration. START has several components including STA and SASTA (the elderly and handicapped travel service).



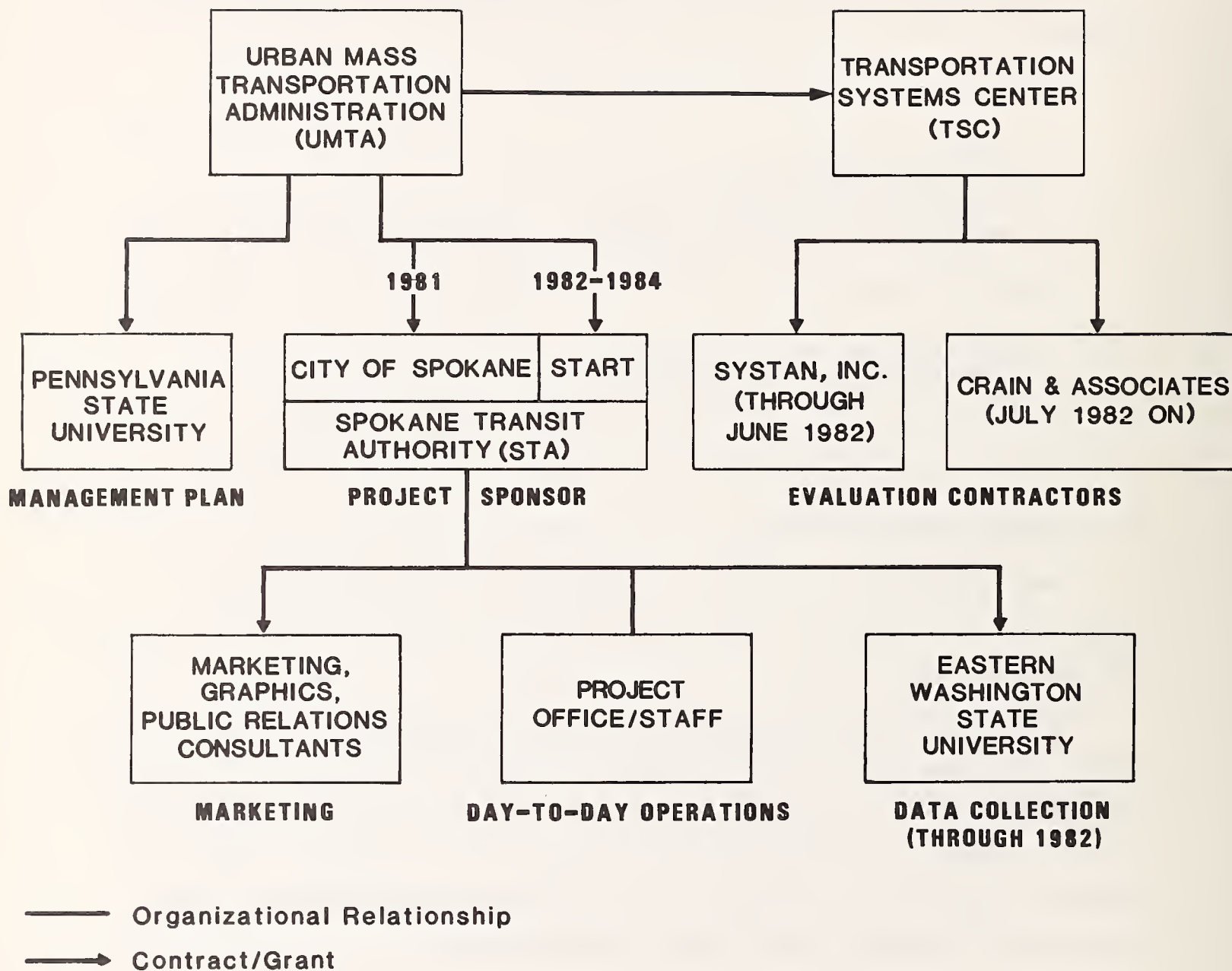


FIGURE 1-1. PROJECT PARTICIPANTS



As the grant recipient and project sponsor, the Spokane Transit Authority (STA) was responsible for planning, implementing, and administering the demonstration. The day-to-day operation of the demonstration was managed by an administrative staff hired for the project, known by the name Mid-day Rider Program, Mid-day Rider Plus, and The Bus Plus.

Dr. Peter Everett of Pennsylvania State University, under a separate contract with UMTA, was responsible for developing a management plan and providing technical support to the local project management.

Eastern Washington State University, working under a Washington State intergovernmental agency agreement, was responsible for collecting and reducing the data required for evaluating the project through 1982.

Private consultants supervised advertising efforts, developed public relations materials for the project efforts, and advised the project staff on marketing the project to local businesses.

The Transportation Systems Center (TSC) was responsible to UMTA for project evaluation by the evaluation contractor, provided technical supervision to the evaluation contractor, and reviewed evaluation products.

SYSTAN and Crain & Associates, the evaluation contractors, were responsible for assuring that an objective evaluation was conducted within the budget jointly established with TSC. SYSTAN prepared the evaluation plan and monitored the project through June 1982. Crain & Associates monitored the project from July 1982 until its close in July 1984 and prepared the present evaluation report.

#### 1.4 EVALUATION OVERVIEW

The evaluation has sought to answer the following questions concerning the use of a ticket incentive program to promote bus use in Spokane:

1. Did the program increase weekday off-peak transit ridership?
2. Did the program increase positive attitudes toward the transit system?
3. Was the ticket incentive concept administratively and operationally workable? This includes the workability of the ticket dispensing machines, merchant participation, and the ticket redemption system.
4. Did the program prove to be a cost-effective way to involve the private sector in sponsoring transit services?

The evaluation relied on project records, surveys and frequent telephone contacts and site visits to gather information regarding these questions. Specific data sources used are described below.

#### 1.4.1 On-Board and Mail-Back Surveys of Riders

A Predemonstration Survey was conducted in April 1981 to obtain baseline data on mid-day riders, the anticipated users of the ticket incentive program. This survey was supplemented by three New User Surveys conducted during the first year of the demonstration and intended to add users who began riding the bus after the program began (i.e., after August 1981). Respondents to these surveys were asked to provide their name and address; those who did so would constitute a panel of riders who would be recontacted at a later date in order to measure changes over time.

Two Mail-back Surveys were conducted in May and October 1982 with about half the panel recontacted during each of the surveys.

Concurrent with the New User Surveys, a Ticket Refuser Survey was conducted of all persons boarding the bus to learn the various reasons why some people did not take a ticket upon boarding.

A second On-Board Survey was conducted in September 1983 to assess rider awareness of and participation in the program during the second year of operation.

#### 1.4.2 Merchant Interviews

Merchant interviews were conducted to determine which merchants participated and why, which merchants did not participate and why; and effect of the program on store traffic and sales. Three rounds of interviews were conducted--in March 1982, six months after the start of the program, in September 1983, and the last month of the program in July 1984.

#### 1.4.3 Driver Interviews

The drivers, the key link between the program and the bus-riding public, were interviewed twice during the demonstration. The first was a round table discussion with seven drivers six months after the program began. The second interview was by means of a self administered questionnaire distributed to all drivers in March 1984. The drivers were a direct source of information regarding operation of the ticket machines, general attitudes of the riders toward the program, and the impact, if any, on their jobs.

#### 1.4.4 STA Management Interviews

Questions posed to the STA staff concerned the administration of the Mid-day Rider Program, the success of the program in meeting the project's stated objectives, and how the program was viewed in the context of other STA programs. STA staff interviewed were the Executive Director, the Director of Planning and Marketing, and a Transit Planner.





## 2. DEMONSTRATION SETTING

### 2.1 THE SPOKANE METROPOLITAN AREA

Spokane is called the center of the Inland Empire, an area of 80,000 square miles and 1.2 million people. It is also the largest city between Minneapolis and Seattle which makes it the main marketing area in the region. The surrounding country is dedicated to agriculture, mining, and lumber industries.

The weather is characterized by mild, dry summers, and cold, cloudy winters with occasional snowfalls of several inches. Normal rainfall of about 17 inches occurs between October and March.

The City of Spokane encompasses 51 square miles and has a population of 171,300 people. The population growth between 1970 and 1980 was insignificant (+.5%). The city is located within Spokane County, a 1,758 square mile area of 341,800 people. The county population growth was 19% between 1970 and 1980. According to the Bureau of Census in Seattle, the fastest growing areas in Washington State between 1970 and 1980 have been the non-urban parts of metropolitan counties and they expect this trend to continue.

Spokane's position as a service and trade center is reflected in its employment figures. Nonmanufacturing jobs account for 84% of the 1983 employment in the Spokane SMSA, and three major areas account for 70%: wholesale and retail trade jobs, 26%; services, 26%, and government jobs, 18%.\*

Table 2-1 presents demographic information for the Spokane Metropolitan Area.

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\*Figures from Economic Development Council, Spokane, 1984.

TABLE 2-1  
DEMOGRAPHIC CHARACTERISTICS FOR SPOKANE METROPOLITAN AREA

Total Population	341,835
Percent Change from 1970 to 1980	+18.9%
Median Family Income	\$22,052
Total Occupied Housing Units	128,403
Number with NO auto available	12,598
Percentage with NO auto available	9.8%
Total Labor Force	151,574
Employed	139,399
Unemployed	12,175
Percent Unemployed	8.7%

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Source: 1980 Census

## 2.2 SPOKANE TRANSIT AUTHORITY (STA)\*

Until March 1981, STA was a city-owned system operated under a management contract by Washington Transit Management. The system operated 16 transit routes, primarily within city limits.

Municipal control and funding of the system continued until 1981 when voters authorized a three-tenths of one percent (.3%) retail sales tax to fund transit service within a newly established public transportation benefit area (PTBA). A governing board for the regional transportation authority then assumed control of the system. The nine-member Spokane Transit Authority (STA) Governing Board is responsible for the fixed route service formerly provided by the city system and demand responsive service for the elderly and handicapped, formerly provided by the Spokane Area Special Transportation Agency.

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\*Much of the information in this section is taken directly from the TRANSIT DEVELOPMENT PLAN, 1984-1989, Spokane Transit Authority, January 1984.

STA operates within an area encompassing approximately 360 square miles of Spokane County and includes approximately 307,630 residents, or 88.4% of the county population. Fixed route service is provided between 5:30 AM and 1:00 AM on weekdays with thirty-minute headways on most routes during peak periods. Service is provided on weekends and holidays on reduced hours and increased headways.

The fixed route fleet is comprised of 120 buses with 50% purchased prior to 1975. Twenty new buses were purchased in January 1983 and twenty more new GMC buses were delivered in June 1983.

Prior to 1982 transit in the Spokane area operated on a radial system with all routes originating and ending in the downtown area. The buses met in a timed-transfer operation in the city core. Now STA is moving toward a different service concept where sets of routes will link major activity centers located within the CBD and outlying areas. The areawide adult fare is \$.50.



FIGURE 2-1. BUS AT DOWNTOWN TIMED TRANSFER LOCATION



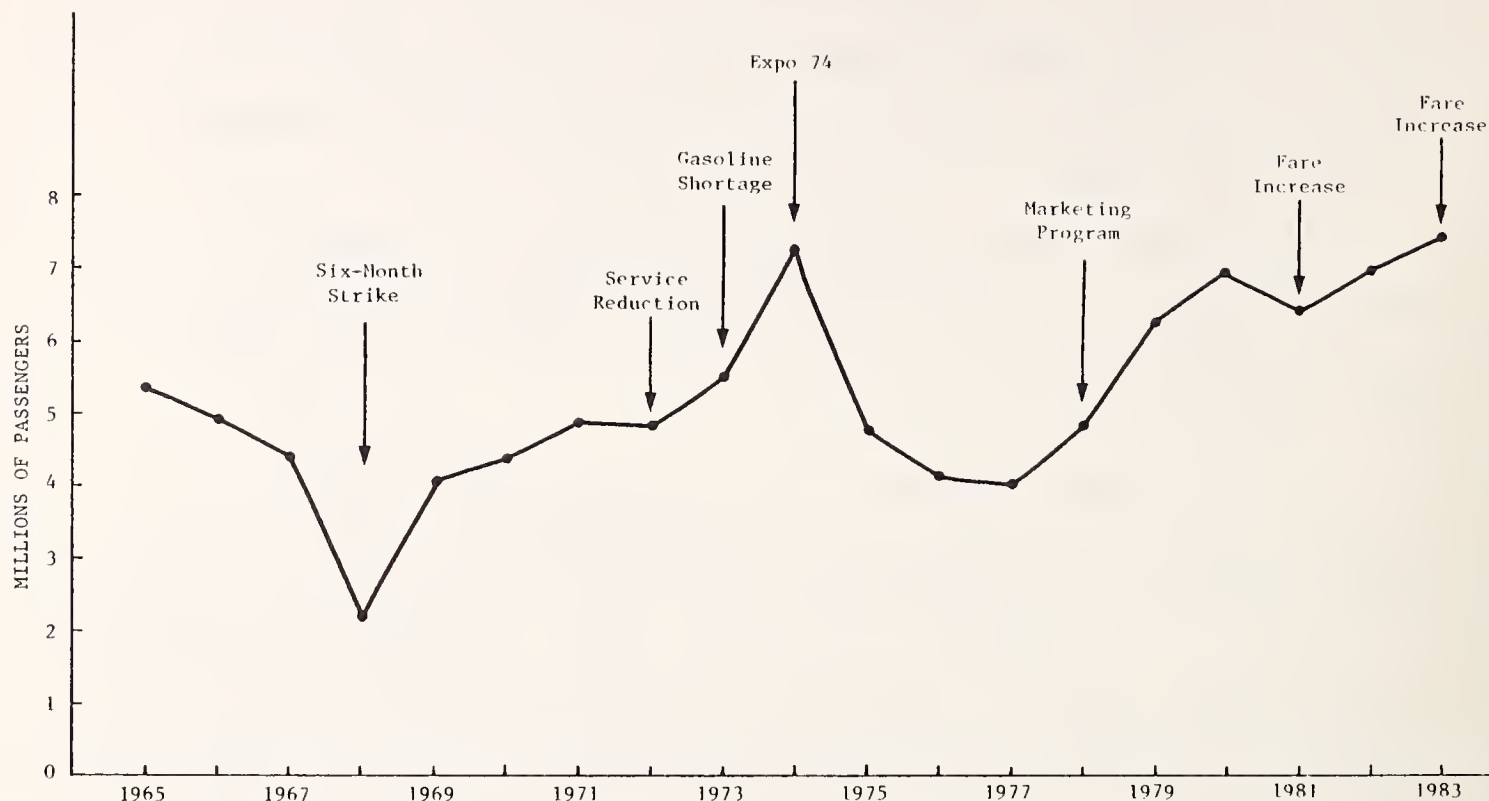


FIGURE 2-2. REVENUE AND PASSENGER TRENDS 1965 - 1983

Ridership trends, 1965-1983, are shown in Figure 2-2, above. Patronage started an upturn in 1978 as the impacts of increased service levels and an aggressive marketing program began to stimulate new ridership. Ridership continued to increase during 1979 and 1980 with a slight decrease experienced during 1981. Ridership in 1982 and 1983 show an increase over previous years, probably as a result of major service increases.

A demographic survey of all passengers was conducted in March 1982. Table 2-2 summarizes demographic characteristics for the 1982 system and new or modified routes since 1982.



TABLE 2-2

DEMOGRAPHIC CHARACTERISTICS FOR  
SPOKANE TRANSIT AUTHORITY RIDERSHIP

	<u>1982</u> <u>System Average</u>	<u>1983</u> <u>New Routes</u>
Percent Captive Riders	32.3%	33.4%
Average Number of Trips per Week	5.73	6.1
Percent Females	66.0%	67.2%
Percent Employed Full-Time	34.6%	45.0%
Percent Employed Part-Time	15.3%	11.3%
Percent Unemployed	50.1%	43.7%
Number of Vehicles	1.41	N/A
Annual Household Income	\$16,990	\$17,595
Persons Per Household	2.86	N/A
Average Tenure at Address (Years)	7.72	6.83
Average Tenure in Spokane County (Years)	18.01	15.80



### 3 . PROJECT HISTORY

Table 3-1 presents a chronology of project events beginning with the demonstration grant award in May 1980 through July 1984, when the project was closed. These events and the project's evolution are discussed in this section.

#### 3.1 PROJECT PLANNING

Spokane submitted a grant application to obtain funds for the off-peak ticket incentive program in October 1979. An UMTA demonstration grant was awarded in May 1980. The selection of Spokane for testing the ticket reinforcement experiment was based on several factors:

- o A vital central business district\*;
- o The cooperation of local agencies and interest of the city and transit staff in participation;
- o Local business groups active in downtown development.

The first project disruption was the eruption of Mt. St. Helens in May 1980 which delayed the project for four months. In September 1980, a project manager was hired to plan the implementation of the demonstration which was expected to start in March 1981, and the project office was located in downtown Spokane near the bus timed-transfer locations.

Early tasks for the project staff included collecting data on downtown merchants (number, size of establishment, type of business), developing the specifications for and procuring the ticket dispensing machines\*\*, and hiring the consultants for

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\*The ratio of CBD sales to metropolitan area sales was \$.37 of every \$1.00, one of the highest of any city.

\*\*The task of securing a workable ticket machine and tickets was complicated and time consuming. It will be mentioned only briefly in this chapter and discussed fully in section 4.2.

TABLE 3-1  
CHRONOLOGY OF EVENTS

<u>DATE</u>	<u>PROJECT EVENTS</u>	<u>SPECIAL PROMOTIONS</u>	<u>EVALUATION ACTIVITIES</u>
5/80	Demonstration grant award; implementation delayed by eruption of Mt. St. Helens		
8/80	Project manager hired, resigns		
9/80	New project manager, other project staff hired; project office located		Data on CBD merchants collected
10/80	Off-peak defined: 9:15 AM - 2:00 PM, marketing consultant hired		
12/80	Transit consultant hired, bids received on ticket dispensing machines; contract for purchase sent to UMTA Members of Business Advisory Board Selected		
1/81	Program officially named; logo developed		
2/81	Public relations firm, graphic consultant hired First meeting of Business Advisory Board Ticket dispensing machines ordered Project start targeted for June 29th		Vacant seat survey
3/81	Test of ticket machine (prototype) Favorable public vote for expanded transit service area		
4/81	Project brochure developed, sent to 37 businesses in the CBD Bids received on ticket printing	MRP Poster contest for grammar school children	Pre-demonstration on-board survey. Driver count of passenger trips
5/81	35 businesses agree to participate (two later drop out)	Presentation on MRP program to STA drivers	
6/81	Project start delayed because of incomplete ticket machine delivery		
7/81	Ticket machines arrive late for two-week testing; 78 mounted on buses, 40 are tested One week pre-test of program	Newspaper, radio ads Program announcement mailed with 60,000 July utility bills 10 billboard signs throughout city	
8/81	Project start with 33 merchants participating Merchants outside the CBD protest program Project manager resigns; project assistant becomes new manager		
10/81			New User/Ticket Refuser Survey 1



TABLE 3-1, (continued)

DATE	PROJECT EVENTS	SPECIAL PROMOTIONS	EVALUATION ACTIVITIES
11/81	20 additional ticket dispensing machines ordered*	Free musical concert in River Park sponsored by MRP	
12/81	Public relations firm and graphic consultant contracts rebid (same firms hired) Program operates on Sundays in December	First MRP newsletter mailed to participating merchants, other interested parties A Christmas present from the MRP - tickets are available on Sundays throughout December	
1/82	Meetings with merchant association to discuss project expansion		New User/Ticket refuser Survey 2 Interviews with Spokane Transit Management, drivers, and maintenance staff
2/82	Microcomputer installed for project management Contract for cases for 20 ticket machines let to local firm	New ad campaign aimed at merchants outside the CBD	Merchant interviews
3/82	First discussion with Washington Transit Advertising (WTA) on MRP as private concern		
4/82	Extension of project beyond the CBD; merchant participation expands to 73		
5/82			STA telephone survey of Spokane households includes MRP questions Intermediate mail survey to Mid-day Rider Panel New User/Ticket Refuser Survey 3
6/82	Change to Mid-day Rider Plus: expansion of project hours to evenings, all day Sunday		
7/82	Application for additional grant funds submitted to UMTA		
8/82		Mid-day Rider slide show completed 35 one-month bus passes offered for 60 MRP tickets Mailing of second MRP newsletter	
9/82			Washington Transit Advertising survey of 150 businesses re paid participation
10/82	UMTA approval of grant application		Mail survey to remainder of panel Count of MRP tickets dispensed by time period

\*For some new STA buses on order due to planned expansion of STA system.

TABLE 3-1, (continued)

<u>DATE</u>	<u>PROJECT EVENTS</u>	<u>SPECIAL PROMOTIONS</u>	<u>EVALUATION ACTIVITIES</u>
11/82	WTA declares intent to manage program in 1983		
12/82		Mailing of third MRP Newsletter	
1/83	Merchants asked for auction donations		
1/83	Private takeover of program by WTA Account Executive hired to sell program Discount list rates established	Free 1-day bus pass on February 26 for 10 MRP tickets	
3/83		Auction sponsored by MRP attended by over 650 persons bidding on 125 items using MRP tickets as currency	
5/83	Paid merchant participation begins; 48 merchants representing 76 locations purchase paid space in May/June discount list. Discount list goes to bi-monthly printing (May/June)	New advertising campaign: "Go Ape - Go for it"	
6/83		Joint promotion by STA and MRP: doorknob hanging at 7000 households on 4 new Valley transit routes 7-11 stores begin distribution of MRP tickets and discount list to bus pass holders	
8/83	Discount list rates are doubled effective in Nov/Dec list	Ball game jointly sponsored by MRP and radio station KHQ; 10,000 complimentary game tickets given to participating merchants for distribution to MRP customers	
9/83	Consideration of move to Bus Plus	Mailing of fourth MRP newsletter Merchant interviews	On-board survey
10/83	UMTA and STA Board approve change to Bus Plus		
11/83		Advertising of Bus Plus on radio and signs on all buses: "Mid-day Goes All-Day"	
1/84	Ticket machines removed from buses Program changes to Bus Plus: tickets available to all riders during all hours of transit operation		
5/84	Second year of paid merchant participation begins; 27 merchants representing 38 locations purchase advertising in May discount list	Joint promotion of student summer bus passes by Bus Plus, STA and radio station KEZE	
7/84	Project closed		Merchant interviews

the program and coordinating their efforts. A marketing consultant was hired in October 1981 to advise the staff on how to sell the program to Spokane merchants. From November 1980 through February 1981 the program manager and the marketing consultant worked on guidelines for program participation and developing materials which explained the program's origins and development. A transit consultant was hired in December to provide ideas and guidance on marketing transit to a local advertising agency. They provided some guidelines on developing an advertising theme and graphic symbol. In January 1981 the program was officially named the Mid-day Rider Program (MRP).

One objective of the demonstration was to develop the program as a partnership between the public transit agency and the private sector, the Spokane business community. Members of a business advisory group representing the retail merchants in downtown Spokane were selected in December 1980 and met for the first time in February 1981. Their first task was to help refine the program guidelines and procedures that had been developed by the project staff. Throughout 1981 the Business Advisory Board (BAB) met each month except July.

The MRP was designed to encourage and develop bus ridership during the mid-day. To determine the mid-day time period, STA reviewed their ridership data by hour of day. The decision to have the MRP hours between 9:15 AM and 2:00 PM reflected not only the characteristics of STA ridership peaking but also STA bus operations. The program time period corresponded to an end point on bus runs and this stopping or turnaround point provided a convenient time for drivers to uncover or cover the ticket machines.

A public relations firm and graphic consultant were hired in February, the former to assist with media releases, project presentations to the public, and the opening day events. The graphic firm would design the project logo, the merchant exchange sheet, and lay out all advertising material. Project start date was projected for June 29, 1981.



In March the ticket dispensing machines were ordered and a prototype machine evaluated. The Business Advisory Board approved the project logo at their monthly meeting. Also in March, a favorable public vote created the Public Transportation Benefit Area, later named START (Spokane Transit Authority for Regional Transportation), and plans for implementation of the expanded service area began.



PROJECT LOGO

Several events took place in April. First, a project brochure was developed and sent to 37 businesses in the central business district (see Figure 3-1). The demonstration initially focused on a 5 by 6 block section which is the core area of the CBD. The stores within this area account for most of the retail sales in the CBD and are connected by an enclosed second story level pedestrian skyway system shown below.



SPOKANE DOWNTOWN WITH SKYWAY





The *Mid-day Rider* Program means a lot to Spokane!

- ★ A Stronger Economy.
- ★ Special Savings.
- ★ Unhurried Shopping.
- ★ Fuel Savings.
- ★ Cleaner Air.

*Mid-day Rider*

The *Mid-day Rider* Program . . .  
Fun and Savings on the bus!

*Mid-day Rider*

The *Mid-day Rider* Program—Fun and Savings on the bus in downtown Spokane—there's more for you from 9:15 am 'til 2:00 pm!!



FIGURE 3-1. PROJECT BROCHURE



# What is the Mid-day Rider Program?

Spokane's **Mid-day Rider** Program is the first of its kind in the nation; it's designed to increase bus ridership between 9:15 am and 2:00 pm.

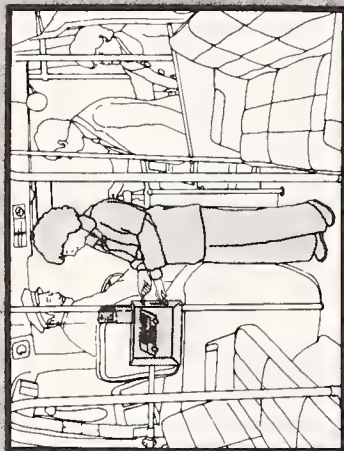
Our All-American city was chosen to test this important new project because:

- ★ Spokane has **EXCITING DOWNTOWN SHOPPING**.
- ★ The home of **EXPO '74** has a national reputation for **CIVIC PRIDE**.
- ★ Our **EXCELLENT BUS SYSTEM** offers flexible schedules and increased service.

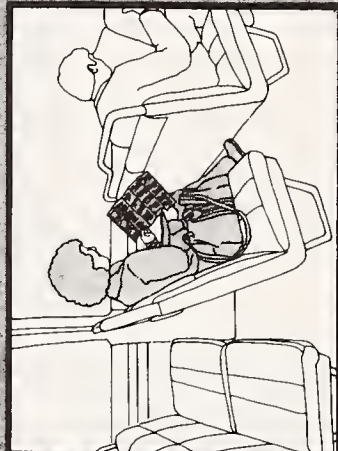
Less congestion, cleaner air, and special savings are just some of the reasons to ride the bus . . . and just think of the wonderful concerts and exciting events which are available year-round in downtown Spokane and beautiful Riverfront Park.



The **Mid-day Rider Program**  
Suite 1263 Paulsen Bldg.  
Spokane, WA 99201  
(509) 624-1555



**1. From 9:15 am 'til 2:00 pm - Monday thru Friday - All Mid-day Riders get a FREE Discount Ticket.**



**2. The Mid-day Riders DISCOUNT LIST shows the shopper what SPECIAL DISCOUNTS are available at Downtown stores and events.**



**3. A little PLUS for riding the Bus!**

# The wise shopper is a Mid-day Rider...

## Shopper Savings . . .

- ★ **DISCOUNT TICKETS** are available **FREE** to all **Mid-day Riders**.
- ★ Simply ride the bus between 9:15 am and 2:00 pm and you'll be able to pick up **DISCOUNT TICKETS** good for **SPECIAL SAVINGS** at selected downtown businesses and downtown Spokane attractions. . . .
- ★ **A LITTLE PLUS FOR RIDING THE BUS!**

## Transportation Savings. . . .

- ★ **Mid-day Riders** will save on transportation.
- ★ Counting gas and parking expenses, an average auto trip downtown can be expensive.
- ★ Your **Mid-day Rider BUS TRIP SAVES MONEY**.

## Convenience . . .

- ★ A **GALLERY OF STORES** offering special discounts to **Mid-day Riders**.
- ★ A **VARIETY OF RESTAURANTS** with surprises and tasty delicacies.
- ★ **CONCERTS AND SPECIAL SHOWS** in Riverfront Park and other exciting Spokane locations.
- ★ **MOVIES, MUSEUMS, AND MORE** for family and friends.

FIGURE 3-1. PROJECT BROCHURE (continued)

Second, a system-wide on-board survey of mid-day riders was conducted to establish the base line for mid-day ridership. Third, children in the Spokane school district were invited to take part in a Mid-day Rider poster contest.

In May, 35 of the 37 businesses contacted in April agreed to participate in the program (two later dropped out) and began the process of selecting the item they would offer in the "Discount Special List," the brochure advertising discounted specials to Mid-day Rider ticket holders. A contract was signed with the successful bidder for printing the supply of tickets to be dispensed by the ticket machines.

Another May event was the STA driver orientation. The bus operators were recognized as an important link to the success of the program. They would be the front line contact with the bus riding public to answer questions about the program and how it operated, and several steps were taken before the program started to bring drivers into the program planning.

In June the Business Advisory Board postponed the project start date until August 3 because of late delivery of the ticket machines. Printing of the tickets was also renegotiated with the supplier when the initial tickets were received and judged unsatisfactory.

The staff had hoped to run a trial period for two weeks before formal opening of the program, but this was not possible, again because the ticket machines were not delivered on time. There was a one-week pretest July 27-31 with 39 machines installed on the buses. The Discount Special List contained a description of the program, an explanation that this was a time to test the Mid-day Rider equipment, and an offer of an ice cream cone for half price at a local creamery. During that week 2,341 tickets were dispensed and 224 tickets were redeemed.

During July, the program engaged in a big promotion push, advertising the MRP through the newspaper, billboards, bus banners and radio spots. A program announcement was also



mailed with 60,000 July utility bills. Figure 3-2 shows an ad appearing in the Spokesman Review on the program's opening day utilizing the campaign slogan, "Get it on the bus!"

### 3.2 THE MID-DAY RIDER PROGRAM

The grand opening of the Mid-day Rider Program (MRP) was held on August 3, 1981 at a local hotel. Seventy-one people attended the breakfast including the Region 10 Director of UMTA, an STA Board member, STA management, and project staff. Ticket dispensing machines were mounted on all STA buses. Between the hours of 9:15 AM and 2:00 PM any boarding rider could take a ticket by pushing a lever on the machine located at the front of the bus and pick up a brochure listing the various merchant discounts, the Discount Special List, displayed in a plastic container just above the ticket machine. Figure 3-3 shows a rider taking one of the tickets from the machine, reading the Discount Special List to determine the specials offered during the month, and preparing to redeem a Mid-day Rider ticket at a participating business.

During August, 33 merchants participated in the program and advertised their specials, a portion of which are shown in Figure 3-4. Riders responded by taking approximately 35,000 of the Discount Special Lists and 58,000 tickets, and redeeming 13,000 of them or 22% at the participating businesses.

The ticket machines proved quite unreliable the first week (jamming, cutting tickets); an average of 18 machines broke down per day. MRP staff worked on the machines continuously and by the end of the month the average breakdown per day had fallen to three to five machines.

The MRP received some unwanted publicity the first month when a group of shopping center managers and merchants protested the MRP stating that it gave a free ride to CBD merchants and discriminated against those outside the program area. The new MRP manager and the transit system's marketing

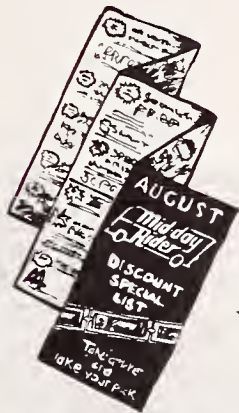


STARTS  
TODAY!



# Get it on the bus!

## Introducing the Mid-day Rider Program.



- ★ Weekdays from 9:15 am til 2:00 pm Bus Riders get **Mid-day Rider** tickets good for special values when they shop downtown.
- ★ The Discount Special List, available on the bus, describes the discount specials offered by **over 30** downtown stores, restaurants, and attractions.
- ★ The **Mid-day Rider Program** —Weekdays from 9:15 am til 2:00 pm— Fun and Special Values on the Bus.

*The Discount Special List*

### August Mid-day Rider Businesses

The Bon Marche, Downtown  
Children's Corner Book Store  
Eucalyptus Records  
Froggie's, Downtown  
The Gap  
Golden Image  
Grape and Grain  
The Human Race, Downtown  
Kowalski's, Downtown  
Lerner Shop  
Liberty Furniture  
Magic Lantern  
Magic Mushroom  
Mandell's Jewelers  
McDonald's, Downtown  
J. J. Newberry, Downtown

Nordstrom  
Pay 'n Save, Downtown  
J. C. Penney, Downtown  
Pilgrim Nutrition Centers  
Purple Pocket  
Ridpath Hotel  
Rings and Things  
Riverpark Revue  
Onion Bar and Grill  
Sandwich Gardens  
Sheraton Hotel  
Skagg's, Downtown  
Spoke and Sport  
Taco Mejico, Downtown  
Tobacco World  
Trio Restaurant  
Wurstgarten

FIGURE 3-2. OPENING DAY NEWSPAPER ADVERTISEMENT

DISPENSING  
A MID-DAY  
RIDER  
TICKET



READING THE  
DISCOUNT SPECIAL LIST

EXCHANGING  
TICKET FOR  
DISCOUNTED  
GOODS




FIGURE 3-3. TICKET TAKING AND USE



**CRISP SALAD BAR**  
99¢ - REG. \$1.59

Make your own salad - choice of 13 toppings plus 5 dressings  
Cafeteria located in basement

**NEWBERRY**  
West 616 Riverside  
Downtown Store only.  
Offer good August 3 - 31, 1981



**CREST TOOTHPASTE**  
\$1.39

Choose from Mint or Regular Flavor, both 8.2 ounces  
Limit 1 per customer

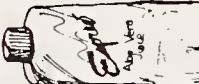
**PAUSE n SAVE**  
Downtown Parkade Store only.  
Offer good August 3 - 31, 1981



**ALOE VERA JUICE**  
30% DISCOUNT  
ONE QUART

A unique vegetable liquid, cold-pressed to retain all the natural vitamins, minerals, amino acids and enzymes.


**GOLDEN IMAGE**  
Paulsen Building  
Offer good August 3 - 31, 1981



**NATURE-VITE**  
\$2.25 REG. \$3.75  
30 TABS


Our most popular multi-vitamin with minerals.

**Pilgrim's**  
All Spokane Stores  
Offer good August 3 - 31, 1981



**FREE! ONE SMALL DRINK WITH ADMISSION**

**MAGIC LANTERN**  
South 123 Wall  
Upstairs in the Atrium.  
Offer good August 3 - 31, 1981



**CIGARS**  
Buy one cigar at regular price, get the second cigar of equal value at half price


**TOBACCO WORLD**  
Flour Mill  
Offer good August 3 - 31, 1981.



**BICYCLE SALES, REPAIRS & RENTALS**

With one ticket, get \$1 off each \$10 purchase  
With two tickets, get \$2 off each \$20 purchase, etc.

**SPORNS**  
Division & Spokane Falls Blvd.  
Downtown Store only.  
Offer good August 3 - 31, 1981



**LOAF OF BREAD**  
1/2 PRICE

Homestyle breads are baked fresh everyday  
See our large premium wine selection

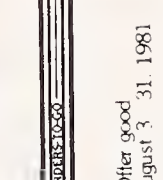
**GRAPE & GRAIN**  
North 214 Howard  
Offer good August 3 - 31, 1981



**20% DISCOUNT ALL FOOD ITEMS**

**ORDER TO GO**


Skywalk Level  
Sherwood Mall  
Offer good August 3 - 31, 1981



**20% DISCOUNT ON WATCH REPAIRING AND WATCH BANDS**

**mandell's**  
CREDIT AVAILABLE


West 709 Riverside  
Offer good August 3 - 31, 1981



**COTTON YARNS**  
20% DISCOUNT ON \$15 PURCHASE

Nubby, bulky or Chenilles - cotton yarns in neutrals or pastels for summer knitting, crocheting or weaving projects


**Purple Rocket**  
Skywalk Level  
River Park Square  
Offer good August 3 - 31, 1981.



**75¢ REG. \$1.15 CINNAMON ROLL & COFFEE**

Froggie's homebaked, sticky bottom cinnamon roll, served hot with butter and a cup of coffee


**Froggie's**  
Paulsen Building  
Restaurant only.  
Offer good August 3 - 31, 1981



**\$3 OFF ALL REGULAR PRICED JEANS**

Featuring Levis, James Jean, Lawman and Fresh Produce. Limit one pair per customer.


**the goop**  
Skywalk Level  
River Park Square  
Offer good August 3 - 31, 1981



**20% DISCOUNT ANY STYLE LAMP**

Choose from our large selection of quality lamps, including those already on sale.

**LIBERTY**  
FURNITURE STORES  
Main & Washington  
and Valley Store  
Offer good August 3 - 31, 1981



**\$10 OFF SET OF WATERBED SHEETS**

Save on regular retail price of any designer, percale or muslin sheet and pillow case set. Limit one set per customer.

**The West 313 Riverside Magic Mustroom**  
West 313 Riverside and Northtown  
Offer good August 3 - 31, 1981.




FIGURE 3-4. DISCOUNT SPECIAL LIST

director met with representatives of the shopping malls to discuss the program and clarify its goals. The marketing director indicated that in six months they would consider expanding the program beyond the CBD.

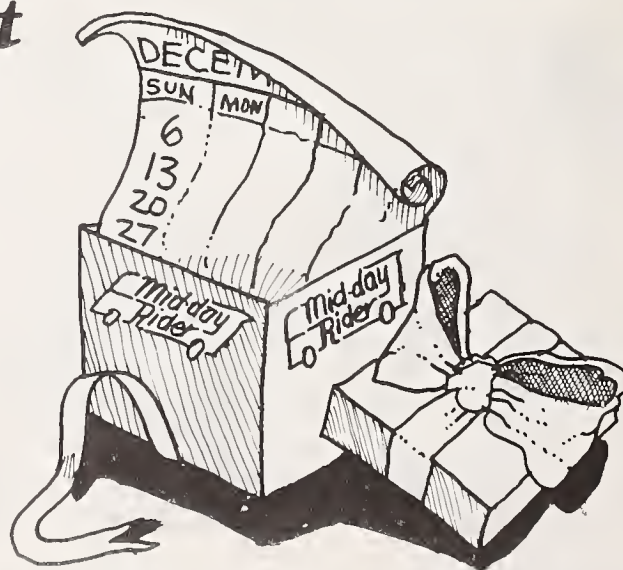
Ticket activity was lower in September, the second month of program operation, than in August (45,000 dispensed, 7,000 or 15% redeemed). The number of merchants continued as in August with 33 participating although five of the August merchants had dropped out and five new ones had entered the program which allowed merchants to enter and exit the program whenever they wished.

One variation of program hours occurred in December 1981 when the MRP operated all day on each Sunday. The merchants suggested this Christmas special as a goodwill gesture or "Christmas present" to bus riders and reinforced the fact that stores were open on Sunday during December for holiday shopping. The Sunday campaign was advertised in the monthly discount list, with stickers (see below) which were attached to the display boxes on the bus, and in notices (26,000) which were enclosed in an STA promotional package sent to households along selected bus routes.

## ***A Christmas Present from the Mid-day Rider Program!***

Every Sunday, all-day Sunday, in December, you will be able to get Mid-day Rider tickets on **all** Spokane Transit System buses!

Be sure to pick up a copy of the Discount Special List to see what wonderful discounts you can get with your Mid-day Rider tickets!



STICKERS ON DISPLAY BOXES



An average of 577 tickets were dispensed on each of four Sundays. This daily number compared with an average weekday number of 1990 tickets dispensed during the first five months of operation. The experiment with Sunday operations encouraged discussion of expanding program hours so that more people could have access to tickets.

In late 1981, the MRP staff and project planners discussed possible innovations or variations to stimulate and sustain local interest in the program. The change of hours was seen as an opportunity to bring new riders into the program. It was also felt that merchants would have new customers toward whom they could direct their marketing efforts.

In January 1982 the MRP staff met with merchant associations representing two shopping centers outside the downtown to discuss their interest in the program. Both groups expressed a desire to participate in the program in April. During February the MRP began a new advertising campaign to announce the expansion of the program to area-wide participation by Spokane businesses. The new theme for this campaign was "A Good Deal Getting Better."

INSERT  
IN  
UTILITIES  
BILL

*The Mid-day Rider Program  
is expanding to include  
businesses throughout the  
Spokane area.*

*Get your Mid-day Rider  
ticket on the bus from  
9:15 am 'til 2:00 pm,  
weekdays.*

*For more information,  
call 624-1555.*

**A good deal  
getting better!**

**GET MID-DAY RIDER  
DISCOUNTS ALL OVER TOWN!**



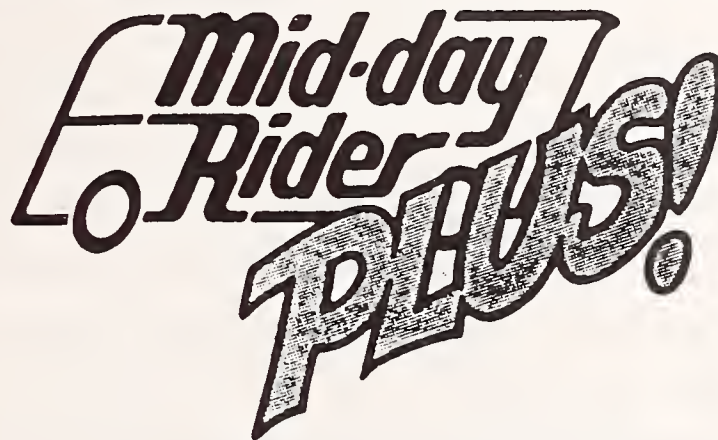
Management of the MRP with 30-40 merchants participating each month kept the MRP staff fully occupied during the first months of the program. When the possibility of expanding the program to include businesses outside the downtown was considered, the benefits of using a microcomputer to assist in program management were also reviewed. In January a computer was installed in the MRP office to facilitate data collection and record-keeping tasks. Every month the proposed discount lists for the upcoming month and the results of the previous month's ticket exchanges were entered into the computer. From these data the computer produced a summary sheet of the last month's ticket exchanges. It also produced an Approval List for the Business Advisory Board which listed the upcoming specials for each merchant and number of tickets needed for an exchange.

Also under discussion at this time was a possible switch at some point in the future from public to private control of the program. Although this possibility was not outlined in the grant application submitted to UMTA, it had been proposed from the project's inception by Dr. Peter Everett who served as a consultant to the program regarding the project's experimental design. The first meeting to discuss the future of the MRP as a private concern took place in March with Washington Transit Advertising, the firm which has an exclusive contract with Spokane's transit system for advertising "on or about the bus." WTA's representative expressed great interest in the program.

The expanded Mid-day Rider Program began in April and merchant participation jumped to 72. (Average monthly participation through March, limited to downtown merchants, was 37.) For the MRP staff it was a surprisingly smooth transition. They had anticipated much more confusion from the new businesses, but only received two calls to clarify procedures.

### 3.3 THE MID-DAY RIDER PLUS

A meeting of all project participants (MRP staff, UMTA, STA, evaluation contractor) was convened in April to assess the program and discuss possibilities for innovation and expansion. At this time it was decided to expand the program hours beginning in June to include all off-peak hours. Specifically, program hours would be from 9:15 AM to 2:00 PM and 5:45 PM\* to midnight Monday through Saturday, and all day on Sunday. The Mid-day Rider logo and all advertising was changed to read "The Mid-day Rider Plus."



- ★ **More Hours**
- ★ **More Discounts**
- ★ **A Better Deal for You!**

*NOW, Get Mid-day Rider Tickets on the Bus...  
Monday through Saturday  
9:15 am 'til 2:00 pm  
Evenings 5:45 pm 'til Midnight  
and all day Sunday!*

***Mid-day Rider tickets are good at businesses all over town!***

#### ADVERTISEMENT FOR MID-DAY RIDER PLUS

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\*When these new hours were determined, STA had completed its 1982 comprehensive ridership counts and reconfirmed the mid-day off-peak period and selected 5:45 PM as the beginning of the evening off-peak period.



A campaign to advertise the expanded hours began the middle of June. Results were immediate: the number of tickets dispensed jumped one third compared to rates for the first five months of 1982.\* A record number of tickets--61,348--were dispensed from the machines in August. The previous record was in August 1981, the month the program began, when 58,415 tickets were dispensed.

### 3.4 PRIVATE TAKEOVER OF PROGRAM

In June 1982 the MRP received a letter from UMTA inviting it to submit a grant amendment to extend the MRP for ten additional months. At that time the staff projected the initial funds would be exhausted in November 1982, 16 months after program start. UMTA hoped the demonstration would be operational for two years and said the additional ten months "would allow enough time to conduct further testing of new parameters that might make the demonstration more effective and also permit an opportunity to transfer the operation and costs of such a program to the private sector."\*\*

The grant application was submitted to UMTA in July and included specific plans to further promote the program to merchants and the bus-riding public. The application stated that the main objective of the MRP would be "the transition of the program to the private sector. All policy and program decisions will be made with this goal in mind."\*\*\*

During September, Washington Transit Advertising (WTA) conducted a survey of businesses that had participated in the MRP during the program's first year to determine their degree

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\*Average number of tickets dispensed per month, January - May 1982, was 33,000; in June 44,000 tickets were dispensed.

\*\*Letter from Marvin Futrell, Jr. to Jerry Haight, STA Executive Director, June 1982.

\*\*\*Grant Application, Technical Narrative, pg. 6.



of satisfaction with the program and their willingness to pay a monthly charge to continue having their ad appear in the monthly discount booklet. The response rate was low (44 surveys returned) and responses were mixed: most businesses were pleased with the results of the program but were unwilling to pay a suggested \$75 a month to be included in the Discount Special List. These results caused WTA to be hesitant about its decision to take over the MRP; however, WTA and MRP staff continued the move in that direction by developing a possible rate structure and determining the actual expenses during the transition period.

In November, Washington Transit Advertising declared its intent to begin management of the MRP in 1983. Much of December was spent on planning for the transition to private management, program priorities and innovative promotions. A contract between WTA and the transit agency (STA) was prepared and submitted in January to STA's Governing Board for approval. The contract was signed February 1, 1983.

The move to WTA management brought a number of organizational changes which are discussed in section 4.1. A new account executive was hired to be in charge of selling the program to new businesses and securing the paid participation of the merchants who were already in the program. To cut down on printing costs the staff decided to move to a bi-monthly printing of the Discount Booklet (previously called the Discount Special List) and established rates for advertising space in the booklet (see section 7.2 for rate discussion).

The May/June Discount Booklet, the first booklet requiring merchants to pay for their advertising space, included 48 merchants representing 76 locations. Twenty-three of the 48 had purchased space for a full year, the remainder for a two-month period. Almost half of the merchants (21) were new participants in the program. Fifteen new merchants purchased space in the July/August Discount Booklet, while ten of those who were in the May/June booklet dropped out, for a net gain of five merchants.

In August merchants were advised that advertising rates for the Discount Booklet would be doubled, effective November 1983. The minimum purchase was changed from one-fourth to one-half page.

In September, STA proposed a radical change for the Mid-Day Rider Plus Program:

- o Remove ticket machines from the buses.
- o Include tear-out tickets in the back of the Discount Booklet.
- o Distribute Discount Booklets only on buses (not at participating stores).
- o Offer Discount Booklets and tickets during entire time the buses operate.
- o Call the new program, no longer restricted to off-peak hours, "The Bus Plus."

These changes would accomplish the following:

- o Elimination of the ticket machines would remove the accompanying problems of machine breakdown, ticket abuse and courtesy slips.
- o The expanded market would please merchants and give more incentive for them to join the program.
- o The portion of the project coordinator's time taken by ticket machine repair could be devoted to other program activities.
- o Maintenance costs would be reduced from \$800/month (restocking tickets and general maintenance on machines) to \$200/month (restocking Discount Booklets on bus).

As a result of these changes, passengers would no longer have a specific incentive to ride the bus during the mid-day.

However, STA believed the changed system would still contribute to its objectives of 1) promoting good feeling about riding the bus, 2) promoting a public/private partnership, and 3) possibly producing additional revenues (if ad space sold well and WTA could make a profit from the Bus Plus, STA would receive a

portion of the profits). Both UMTA and STA's Governing Board gave approval for these changes in October 1983.

### 3.5 THE BUS PLUS

The Bus Plus began operation on January 1, 1984. All ticket machines were removed from the buses and tickets were distributed as part of the Discount Booklet which included 24 tickets (two pages of 12 tickets each). A portion of the new Discount Booklet showing instructions to riders and a page of tickets is shown in Figure 3-5. Printing of the Discount Booklet again reverted to a monthly basis. The bi-monthly printing of the booklet over an eight month period had shown that there was a definite falling off of interest (ticket taking and redemption) the second month.

The new tickets were color coded and expired at the end of each month, with the expiration date printed on the back of each ticket. The old tickets, the ones previously dispensed from the machines, were honored by merchants through February 1984.

The "take-one" boxes which held the Discount Booklets and were previously attached to the ticket machines were removed and re-installed on the shield behind the driver's seat. Booklets were available on all buses during all hours of operation, but were no longer distributed at participating business locations. A sign alerting bus riders to the fact that tickets were included as part of the Discount Booklet was attached to the boxes during January and February.

During January, the buses were stocked with 30,000 of the Discount Booklets; 5,000 were not taken which indicated that there was not excessive hoarding of booklets and tickets by passengers. (In subsequent months, fewer booklets were printed and placed on the buses: 25,000 in February and March, 15,000 in April through July.)





## BUS PLUS IS HERE!

1. Just pick up a current Discount Booklet from any Spokane Transit Authority bus;
2. Choose your favorite discounts;
3. Clip the **Bus Plus** tickets out of the Booklet;
4. And take advantage of the many money-saving values offered to you by **Bus Plus** participating businesses.

*A good deal  
getting better!*

**Bus Plus**



FIGURE 3-5. BUS PLUS DISCOUNT BOOKLET



Because each passenger who took a Discount Booklet automatically received 24 tickets, the previous figure of number of tickets dispensed each month (by machine) was no longer available, only the number of tickets in circulation (600,000 in January, for example). Ticket redemption did increase during the first quarter (Jan-Mar) of 1984 compared to the previous quarter, but not when compared to ticket redemption over the project's history (see Figure 6-6, page     ).

Only five of the merchants who had signed annual contracts in May 1983 renewed their contracts in May 1984, and only a handful of new merchants entered the program. With fewer merchants participating, there were fewer places for bus riders to exchange their tickets for goods or services. As a result, ticket redemption fell considerably during the second quarter of 1984.

Revenues produced by merchant contracts during the first year of paid participation (May 1983-April 1984) had not been sufficient to offset costs (see further discussion in Chapter 7). In the second year, revenues dropped further. It became clear to the project staff that the program could not hope to generate sufficient revenues to survive independently, and the project was closed on July 31, 1984.



## 4 . PROJECT ADMINISTRATION

### 4.1 PROGRAM MANAGEMENT

This section will discuss management of the program in its two phases (public and public/private control) and describe the roles of the various participants: the staff who were responsible for daily operation of the program, STA personnel who supervised or contributed to the program, the bus drivers, and Washington Transit Advertising, the private firm that took over operation of the program in February 1983.

#### 4.1.1 Project Organization through January 1983\*

Figure 4-1 illustrates the organizational relationships of the program through January 1983. The dotted line area indicates the staff positions responsible for the daily operation of the project. These positions are described briefly in the following text.

Typical tasks for the project manager included making the initial contacts with local businesses, consulting regularly with the project advisors and the Business Advisory Board, and coordinating the project publicity and promotion. In addition, the manager developed and monitored the project budget including the costs of data collection. The MRP manager was responsible to the STA Director of Planning and Marketing and communicated regularly through monthly progress reports.

The project assistant was responsible for monthly contacts with businesses regarding their participation in the program and maintenance of project records and files. The project monitor stocked and maintained the ticket dispensing machines and recorded the data necessary to evaluate their operation. A

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\*Section 4.1.1 summarized from SPOKANE OFF-PEAK TICKET INCENTIVE DEMONSTRATION MID-PROJECT REPORT, by SYSTAN, Inc., July 1982.



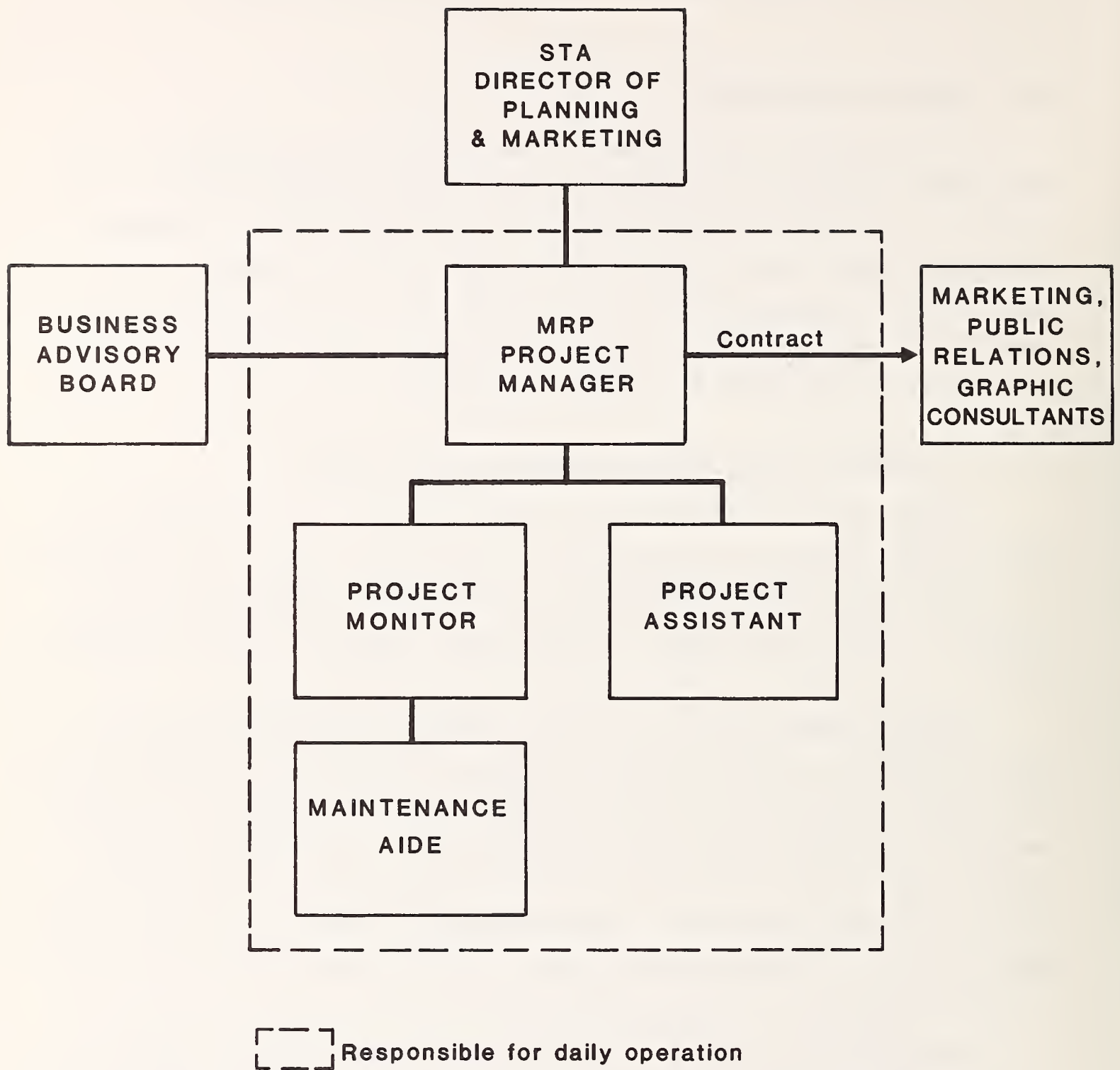


FIGURE 4-1. MRP ORGANIZATION (August 1981-January 1983)

part-time maintenance aide was hired to assist the monitor with preventive maintenance for the ticket machines and with the weekly restocking of tickets on Sunday nights.

In August 1981 the project manager who had been responsible for the planning phase of the program resigned and the project assistant became the new project manager. A new assistant was hired the following month. This staff then remained stable through January 1983 except that the monitor's workload lessened once the project was operating smoothly and, effective August 1982, the monitor's job became 3/4 time or 30 hours a week.

The Business Advisory Board, composed of local merchants, performed an important advisory role in the project's early development. They will be discussed more fully in section 4.4.

#### 4.1.2 Project Organization February 1983 through July 1984

In January 1983 the project manager resigned, timing her departure to coincide with the program's shift from public to private control under Washington Transit Advertising (WTA). Because the program had been running smoothly for 1-1/2 years, it was decided to eliminate the position of project manager. The project assistant became the project coordinator who was responsible for the day-to-day running of the MRP office. STA kept close supervision of the program by 1) close control and approval of all financial statements and reimbursements, and 2) continual review of the program to assure its adherence to the demonstration goals. STA's Director of Planning Marketing and the WTA project manager jointly made policy decisions and controlled the budget.

A new position, Account Executive, was created. The account executive's primary responsibility was to call on Spokane merchants to secure their paid participation in the program.

The organizational relationships of the program after its shift to Washington Transit Advertising management is shown in Figure 4-2. Again, the dotted line area indicates the staff positions responsible for the daily operation of the project, under the immediate direction of WTA.

#### 4.1.3 Transit Administration

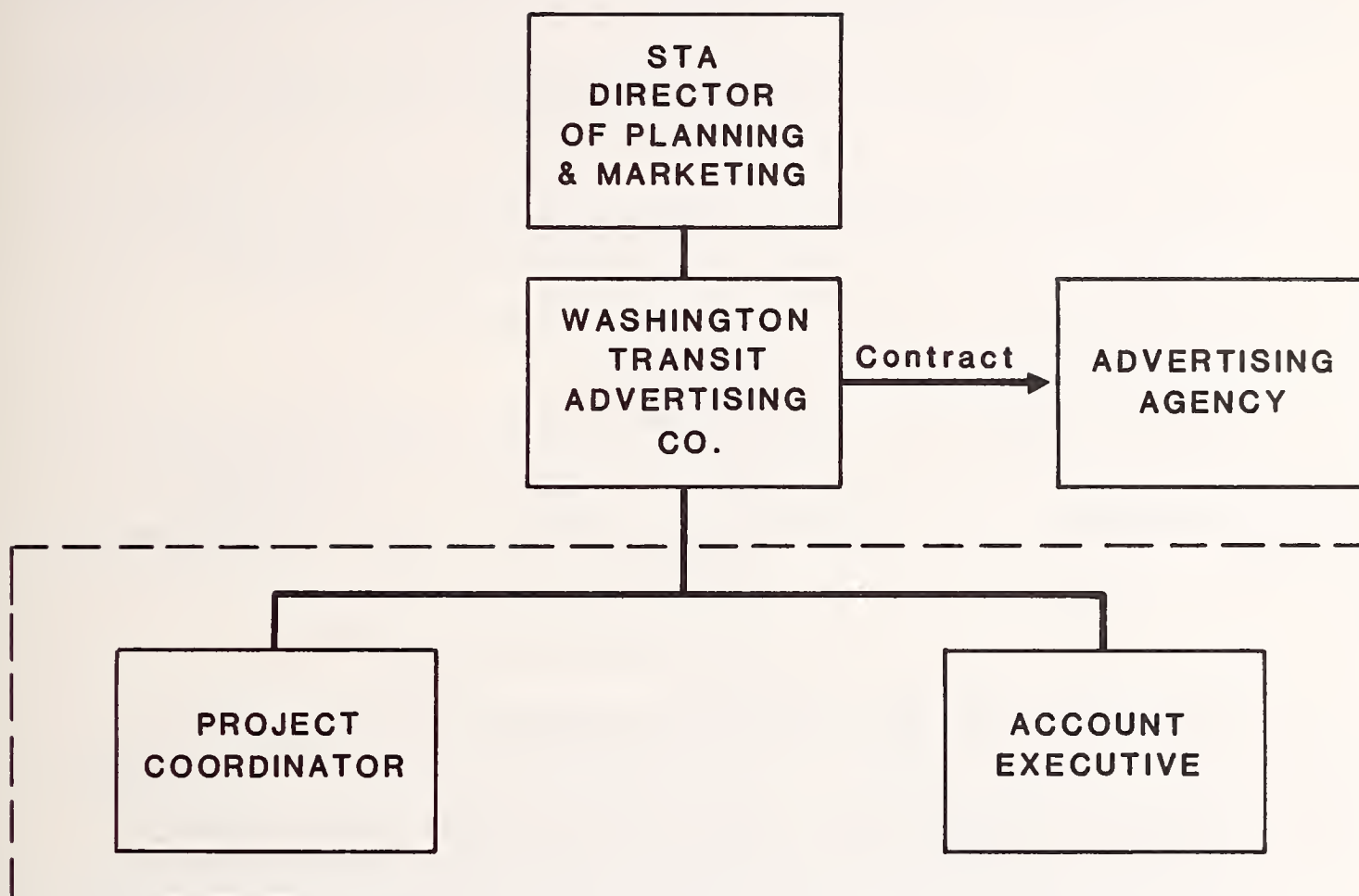
The demonstration was a joint venture between the Urban Mass Transportation Administration and the grant recipient, the Spokane Transit Authority (STA). STA had overall responsibility for planning, implementing and administering the demonstration. During the planning phase of the demonstration, STA's Director of Planning and Marketing spent 10 hours a week on the project. This time increased to 20 hours a week for the first two months after program start-up. Beyond that time the director estimated she spent about one hour each week. A transit planner in her office spent considerable time during the conduct of the two on-board surveys, otherwise he estimated his time on the MRP at two hours a month. Thus from the standpoint of staffing, the MRP had little impact on STA's internal operations, and because the demonstration was financed by the federal government with no matching funds, there was little cost impact. However, STA contributed to the overall funding of the MRP in these ways:

- o contribution of staff time
- o handling of all legal and other administrative issues
- o absorbing any administrative costs possible (postage, copies, etc.)
- o including the MRP in STA marketing campaigns

#### 4.1.4 STA Drivers

The bus operators were an important link in the success of the program; they (and participating merchants) were the primary contact with the bus riding public to answer questions about how the program operated. To develop a smooth contact





[ ] Responsible for daily operation

FIGURE 4-2. MRP/BUS PLUS ORGANIZATION (February 1983-July 1984)

operation, the MRP manager met with STA staff regularly as the program developed to discuss any implications for STA operations. Driver responsibilities for the MRP were formalized in writing and approved by the Employee Advisory Council before the program began. Responsibilities were four:

1. Answer questions regarding the MRP, chiefly referring passengers to the discount list brochure which contained information about how the program worked.
2. Hand out courtesy slips to passengers who were unable to secure a ticket because the machine broke down or was empty.
3. Call the dispatcher if there was a problem with the ticket machine so it could be quickly corrected.
4. Discourage misuse of the ticket machine.

Seven drivers were interviewed by the project monitor in an informal, round-table setting in February 1982 after the program had been operating for six months. Below is a summary of their comments:

- o The buses are not fuller during mid-day.
- o Boarding time did increase somewhat at the beginning when people taking a ticket would stop to ask questions.
- o Machine breakdowns - Some drivers used their pocket knives and fixed the machine themselves by pulling out jammed tickets. There seemed to be more breakdowns downtown due to the large number of people boarding at one time.
- o Passengers did not like the courtesy slips and considered it an inconvenience to go get a replacement ticket.
- o Riders seem to value the tickets; they are not found on the floor of the bus which is a good indicator of value.
- o Some people abused the program by taking more than one ticket, particularly transfer passengers.

All of the seven drivers interviewed were fairly positive about the program with the exception of one driver who was not

personally against the program's ideas or goals but disliked any extra problems or concerns during his working day.

The drivers were interviewed again in March 1984, this time via a self-administered questionnaire handed out with paychecks. Participation was voluntary. Forty-six or 25% of the 182 STA drivers returned a completed questionnaire. Collectively, the drivers responding to the survey had driven all MRP shifts (mid-day, evenings, Sundays) before it changed to the Bus Plus in January 1984.

More drivers reported hearing good comments from passengers about the MRP than reported hearing bad comments. The breakdown by frequency is as follows:

	<u>Heard Good Comments</u>	<u>Heard Bad Comments</u>
Frequently	1	3
Sometimes	23	10
Rarely	15	12
Never	<u>5</u>	<u>10</u>
Total	44	35

Almost three-fourths of the drivers (34) said that the switch to Bus Plus and eliminating the ticket machines had made a difference in their job, while 26% said it had made no difference. Virtually all comments from drivers who said the switch had made a difference related to the machines. With the switch, drivers no longer had to deal with jammed, broken, or empty machines nor did they have to answer questions about machines or listen to complaints about the machines from passengers. Several drivers commented that passenger safety was improved because passengers did not block aisles and cause congestion (i.e., gathering around the ticket machine) but entered and exited more promptly. Generally there was less "hassle" and distraction and drivers were more able to concentrate on their driving.



Forty percent of the drivers responding to the survey said the program had made their job more enjoyable; 13% said it had made their job less enjoyable, and almost half (47%) said it had not affected their job.

Fifteen of the drivers said that overall they thought the program was a good idea, seven said it was a poor idea, and six said it was a little of both. Those who believed it was a good idea offered the following comments:

The promotion of ridership at any level is a plus and the program increases ridership.

People feel they are getting more than just a ride.

People like the discounts. One driver stated, "It gives the passengers something extra and extras are hard to come by these days."

The program benefits everyone, no one is slighted.

It is good to get business involved; it's good advertising.

Those who believed the ticket incentive program was a bad idea made these comments:

Any program that keeps passengers from taking seats promptly or delays exits compounds safety problems and makes it more difficult for the driver to stay on schedule.

People give tickets to non-riders. Also, drivers have to pick up most of the discount booklets off the floor.

The deals are not that good, and there are not enough participating businesses.

The program is a good idea but it isn't working. It's an example of "another government program that threw money away."

There was also a sense that the wrong people (not explained) took advantage of the program.

Although one driver commented that he felt STA should discontinue the program, in general, once the machines were removed, driver opinion was favorable.

#### 4.2 TICKET DISTRIBUTION AND REDEMPTION SYSTEM

Each Sunday evening the MRP staff checked all the ticket machines to determine the number of tickets used during the week, record ticket numbers, and restock the machines if needed. At the end of each month, a new color ticket was installed. The discount booklets were also restocked, if needed.

Each machine was restocked with 500 tickets. (Earlier, the machines had been stocked with more tickets before the staff realized that fewer tickets eliminated some of the machine jamming problems.) If there were only a few tickets left in the machine (20-25) they were removed; if there were more, the remaining and new batch of tickets were spliced together.

During the first eight months of the demonstration when only the downtown merchants were invited to participate in the program (August 1981 through March 1982), the project assistant made a weekly trip to each of the participating businesses to pick up the tickets that had been turned in by customers in exchange for a discount on goods or services. Each of the merchants had been provided with a special envelope in which to deposit the redeemed tickets.

When the program expanded beyond the downtown, merchants were asked to mail in the tickets once a week, again in special envelopes provided for this purpose. The project assistant continued to pick up the tickets from a few of the downtown merchants that collected a large amount of tickets each month. She also had to call at least 1/4 of the businesses, often more than once, and remind them to mail in their tickets.\*

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\*This information was used to determine the number and proportion of tickets redeemed by type of businesses reported on in section 6.5.

Once the merchants were required to pay for space in the discount booklet, the actual tickets were no longer collected. The merchants were asked to keep a tally of the tickets redeemed at their stores, phone this number into the project office once a month, and destroy the tickets. Again the project assistant had to call about half of the merchants each month to get this information.

#### 4.2.1 Ticket Machine History

The project staff readily agree that the single biggest problem they had to deal with throughout the demonstration was the ticket dispensing machines. Problems started when the machines were not delivered on time, were not constructed according to specification, and once installed, failed to function properly. The entire process of trying to obtain a workable ticket machine was frustrating and extremely time consuming.

Specifications for the 85 ticket dispensing machines were mailed to bidders in mid 1980. By October, when several bids had been received, the project manager was aware that the ticket machines would cost substantially more than had been proposed in the budget. Negotiations were complicated as the project came to more fully understand exactly what it needed. A best and final offer for the machines was accepted in December 1980 and sent to UMTA for approval. The total package which included installation of the machines on the buses and maintenance for the full two years of the demonstration came to just under \$42,000. Delivery of all machines was promised by April 1981, the anticipated project start date.

The first set-back to this schedule came because of the time it took to obtain approval of the contract and advance payment for the machines from UMTA. Other set-backs occurred as the supplier was unable to deliver machines according to schedule, and opening day of the project was moved back to August.



On opening day, 14 of the 70 machines that had been mounted on the buses jammed or were inoperable. Throughout August the failure of the ticket machines to function properly caused the project staff and the local machine maintenance man to spend a significant amount of time attempting to repair them. The machine breakdown record during the first two and one-half months of the demonstration was as follows:

<u>Week</u>	<u>Average No. of Machine Breakdowns</u>	<u>Week</u>	<u>Average No. of Machine Breakdowns</u>
1	18/day	6	5/day
2	5	7	3
3	5	8	5
4	7	9	6
5	9	10	8

The staff solved some of the breakdown problems (ticket jamming) by installing fewer tickets in each machine at the beginning of the month and later by renting a drill and enlarging the exit slot on the machines.

Problems with the machine manufacturer continued, namely, that the promised lock-out mechanism\* and counters were never either supplied or functional. Because of these problems with the machine supplier, the MRP, in anticipation of the arrival of 20 new buses,\*\* ordered 20 new ticket machines from a local supplier. Because of this action, the original machine supplier threatened STA with a lawsuit. The issue was finally resolved out of court through a private meeting between STA's Executive Director and the president of the firm.

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\*The lock-out switch was at the end of a long cable coming from the machine which the driver could activate to prevent passengers from taking more than one ticket and to lock the ticket dispenser during non-program hours.

\*\*Due to a planned expansion of STA system as a result of favorable public vote in March 1981.

In March 1983, there were a number of machine breakdowns due to increased use of the machines associated with the auction (described in section 5.5). Most of the breakdowns were on the new machines whose openings had not been widened as on the older machines. This modification was done the following month. From that time through the end of 1983, machine breakdowns continued to average 1.5 a day.

With the move to the Bus Plus phase of the program in January 1984, the machines were removed from all the buses and the tickets became part of the Discount Booklet (see further discussion in section 3.5). This decision to eliminate the machines was made for the following reasons:

1. The machines were a constant problem and took an inordinate amount of staff time.
2. Passengers were irritated by the non-working machines and drivers were less than enthusiastic about the requirement to give out courtesy slips in such a situation.
3. Although drivers were conscientious about reporting machine breakdowns early in the demonstration, as the project progressed they became increasingly irritated by the recurring machine problems. Consequently, many often failed to report a broken machine and it would remain inoperable until such time as it was scheduled for regular maintenance.

4.2.1.1 Reasons for Ticket Machine Problems. Why is it that a seemingly simple item such as a ticket machine became the major problem of the demonstration, and how could the planning and management of this facet of the program have been changed to make it less of a problem?

According to STA's Director of Planning and Marketing who was also the overall project director, the ticket machine problem occurred because, "We were trying to create an animal that had never been invented. It was a machine made by committee." She believes those concerned with the evaluation

wanted more added to the machine than it could handle.\* All this was compounded by the fact that the machine had to work on a moving bus withstanding the constant knocks of the road.

In retrospect, what would the staff now do differently?

- o If possible, not use the ticket machines at all, or, at a minimum, quit using them earlier in the demonstration. (Machines were on the buses for 29 months.)
- o Go with a local bidder for the machines. (The winning bidder was located in Pennsylvania.)
- o Hire a consultant to design a complete and detailed set of specifications for the ticket machines. (The specifications that were developed were somewhat sketchy, and as STA came to more fully understand what they needed, changes and additions to the machine were requested.)

or

- o Purchase off-the-shelf items and retain a firm or firms to modify them to fit program needs. An advantage of this approach is the participation from beginning to end in the final design of the product received; a disadvantage is the unpredictability of the cost.

#### 4.3 MERCHANT SELECTION

Because the Spokane demonstration has such a strong orientation to the business community, the project would only be successful if the merchants accepted and supported the program. This section will discuss how the MRP staff courted merchant participation and the guidelines developed to direct

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\*As examples, the counter and lock-out mechanism, two parts which never worked on the few machines on which they were actually mounted, were conceived as part of the machine's design in order to obtain accurate information on the number of tickets dispensed. As explained previously, the lock-out mechanism allowed the driver to control ticket-taking and thus prevent riders from taking more than one ticket per ride. The counter by automatically counting each ticket as it was dispensed, would have saved a great deal of staff time.



the process. The number of merchants who have participated in the program over time is discussed in section 6.2.

#### 4.3.1 Solicitation of Merchants\*

Several considerations developed by the MRP manager and the marketing consultant guided the selection of the first merchants asked to participate in the MRP:

- o Focus on a 5 or 6 block area which is the core of the CBD.
- o Start the program with a small number of merchants and emphasize quality.
- o "Court" the merchants most desired for inclusion in the program.
- o Consider that the discount list brochure planned had a space limitation, allowing room for 35 merchants maximum.

To accomplish the desirable, quality merchant participation objective, the MRP manager visually surveyed downtown businesses and documented information on all candidate stores according to location, type of merchandise or service, quality assessment, etc. Stores with expensive merchandise were not considered since their products would not be suited to the typical mid-day rider's economic characteristics.

The desired businesses were then sent an invitation to join the program and a brochure explaining the program. If they agreed to join, they were sent a packet of information: the Guidelines for Participation, a letter of agreement to participate, and promotional materials. One deviation from this process was the "courting" of seven large downtown businesses. It was felt that the participation of these stores, which had prominent places in the downtown area, was

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\*Majority of section 4.3.1 from SYSTAN's MID-PROJECT REPORT, July 1982.

critical for a successful program beginning. Six of the seven agreed to participate and the seventh joined two months later.

A smooth procedure for handling the monthly participation of businesses in the Discount Special List was developed after many months of trial and error. Every month, the procedure included timely notification of program deadlines, preparation of Discount Special List copy, mailout of program information and material to new businesses, "good bye" letters to those who had not been in the discount list for a few months, approval of discount list ad layout by individual businesses, and mailing of printed discount list to businesses participating that month. The worksheet sent to participating businesses to select their monthly special is shown in Figure 4-3. All other documents dealing with merchant participation, including contract forms during the free and paid periods and a business information sheet, are included in Appendix A.

#### 4.3.2 Merchant Guidelines

Merchants could enter and exit the program whenever they wished. Once in the program, they had to offer the item for exchange for a full month. When the program shifted to the Bus Plus (January 1984) the minimum participation period was extended to two months. The type of exchange could be a simple transaction such as a ticket for a 10% discount on an item or an exchange of accumulated tickets for an item. The exchange could be for one specific item, an array of items (e.g., a discount table) or a discount on any item in the store. The quality of items offered was monitored by a Business Advisory Board which, together with the MRP manager and the marketing consultant, also developed a Participating Business Guide (included in Appendix A). Its contents included suggestions for selection of Discount List Specials, examples of types of discounts and ticket redemption procedures.

MID-DAY RIDER PROGRAM SPECIAL SELECTION WORKSHEET

STORE NAME: \_\_\_\_\_ RETURN BY: \_\_\_\_\_  
 MAILING ADDRESS: \_\_\_\_\_ FOR THE MONTH OF: \_\_\_\_\_  
 CONTACT PERSON: \_\_\_\_\_  
 TELEPHONE NUMBER: \_\_\_\_\_

This worksheet must be completed and returned to the Mid-day Rider office, Suite 1263 Paulsen Building, Spokane, Washington, 99201, by the above date to be included in the next Discount Special List.

**SAMPLES:**

**WITH 4 TICKETS** **20% OFF FRESH ROASTED GOURMET COFFEE**  
 Minimum purchase 1/2 pound.



**GRAPE & GRAIN**  
 North 214 Howard  
 Bennett Block



**WITH 2 TICKETS** **CINNAMON ROLL & COFFEE**  
**75¢ REG. \$1.15**



North Monroe,  
 Valley & Downtown



**WITH 2 TICKETS** **\$2 OFF SHAMPOO SET**  
**\$6.50 Reg. \$8.50**  
 Long hair may be extra




Located in the Lobby of the Ridpath Hotel

- A. Headline for ad (limit to 3 lines):  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- B. Descriptive copy, if applicable (limit to 8 words; descriptions, limitations, exclusions):  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
- C. Specific location: \_\_\_\_\_  
 \_\_\_\_\_
- D. Number of tickets suggested: \_\_\_\_\_
- E. Please send:
1. Logo, if we don't already have it on file.
  2. Picture or sketch of item being discounted if you want it included.

Signature \_\_\_\_\_  
 Date \_\_\_\_\_

\*\*\*\*\*  
 \* Regular or average price of item \*  
 \* being discounted: \*  
 \* \_\_\_\_\_ \*  
 \* (for office use only) \*  
 \* \_\_\_\_\_ \*  
 \*\*\*\*\*

FIGURE 4-3. MID-DAY RIDER PROGRAM SPECIAL SELECTION WORKSHEET



#### 4.4 BUSINESS ADVISORY BOARD (BAB)

##### 4.4.1 Composition of the BAB

One objective of the MRP was to develop the program as a partnership between the public transit agency and the private sector, the Spokane business community. One vehicle to create this cooperative environment was the establishment of a business advisory group representing the retail merchants in the downtown area.

Contacts were made with merchants regarding their interest in serving on the BAB. The MRP manager and the marketing consultant wanted a mix of representation on the board: large and small firms; local ownership and stores that were part of a chain, regional or national; and some diversity in the products offered to the public. The original BAB had five members representing two large retail chain stores; a hotel, part of a national chain; a small, locally owned retail jewelry store; and a locally owned restaurant. In June 1981, another small local firm was invited to join the board as the owner had expressed considerable interest in the program. In April 1982, two new members were added to the board to represent the merchants from outside the downtown area.

##### 4.4.2 BAB Activities

Beginning with their first meeting in January 1981, the BAB met each month during that year with the exception of a July cancelled meeting. Figure 4-4 shows BAB members in session.

After the program had been operating for six months, the board decided that monthly meetings were only necessary when major program development needed to be aired and decided upon. The BAB met four times during 1982 with a final meeting in December of that year. With the planned switch from public to private control coming in February 1983, board members who had contributed their time to this federally funded demonstration concluded there was no longer a need for their advisory role.

A brief chronology of BAB activities is included in Table 4-1 to suggest the type of concerns which were raised, the resolution of problems, and the changing role of BAB from early activity concerned with anticipating operational problems and developing guidelines to the later almost routine role of monthly approval of discount lists with an occasional decision-making role affecting program progress.



FIGURE 4-4. BAB MEMBERS IN SESSION

TABLE 4-1  
BAB ACTIVITIES

<u>Meeting Date</u>	
2/81	Review guidelines and procedures
3/81	Approve guidelines; logo design; discount list format; Review advertising budget; emphasize newspaper, radio and mail stuffers (i.e., ad notice included in utility bill mailing).
4/81	Approve revised program brochure and advertising budget
5/81	Review public relations events scheduled, copy for ticket; add "Not Good for Bus Fare" Suggest types of in-store advertising materials needed: point of sale display cards, window display card, poster, and small logo decals
6/81	Accept revised criteria for board to use in approving discount list offerings Delay project opening to August 3 due to delay in ticket machine delivery Review offerings for first discount list: 23 of 31 change, and 1 rejected as unacceptable
7/81	Meeting cancelled
8/81	Discuss first three days of program operation, concern of merchants in outlying shopping centers about MRP favoring downtown businesses Review next month's offerings
9/81	Review ticket redemptions for first month, problem of malfunctioning machines Review next month's offerings
11/81	Set April as month for program expansion to shopping centers; discuss procedures for incorporating centers Discussion regarding turning the project into a private enterprise and merchants paying for advertising space Request MRP staff to compare discount list offerings and success, possibly discarding those businesses with poor drawing power Approve MRP operation on each Sunday in December Discuss new ideas for program: auction, drawing, merchant of the month, etc. Review next month's offering; BAB will set number of tickets required for each offering in January; ask merchants to offer something special to increase number of tickets redeemed



TABLE 4-1 (continued)

- 12/81      Discuss purpose and function of the BAB. Suggested action was to meet every two or three months to discuss policy issues and rotate the approval of the monthly offerings among BAB members each month  
Discuss validating tickets for better control, such as making tickets good for one month only  
Review next month's offerings
- 1/82      Review program expansion plans for April; recommend three new BAB members be added from outside downtown area  
Clarify relationship of MRP participants: UMTA, STA, and business community. Emphasize BAB use as source of what will be beneficial to businesses and therefore acceptable  
Approve next month's offerings
- 4/82      Special meeting to assess program direction with demonstration sponsors and evaluators  
Discussion of innovations proposed for the second year aimed at increasing ridership and ticket exchanges: expansion of program hours, drawings conducted by participating businesses, tickets with expiration dates, package offers
- 10/82     View MRP slide show and offer suggestions for improvement  
Review results of survey to assess business interest in paying for participation in MRP  
Discuss future marketing ideas: store drawing, auction, special offerings  
Decision to have all participating businesses checked through Better Business Bureau for any complaints lodged  
Decision not to allow door-to-door businesses that do not promote bus travel in MRP
- 12/82     Receive report on MRP management changes: transfer to Washington Transit Advertising, staff changes  
Discuss role of BAB in 1983

## 5. MARKETING

Because marketing was such an important part of this demonstration, it is being covered as a separate chapter although it is a part of project administration.

The first section will describe marketing activities - special advertising and promotional events of the MRP during its planning and three operational phases - The Mid-day Rider Program, the Mid-day Rider Plus, and the Bus Plus. Efforts to sell the program to Spokane merchants and gain their participation have been described elsewhere (see Chapter 3, Project History, and section 4.3 Merchant Selection); the first section will deal primarily with the staff effort to market the program to the general public.

The second section will discuss marketing costs and effectiveness.

### 5.1 ADVERTISING AND PROMOTION

#### 5.1.1 Introductory Presentation

Beginning in April 1981, the staff gave a number of presentations to various groups designed to obtain endorsements for the MRP. A three panel display board was designed for this purpose and first used in a presentation to the Spokane Transit System Employment Advisory Council. The portable display was also used at a two-day Bloomsday Trade Show where 740 people took a chance on a Mid-day Rider T-shirt raffle. During the following months presentations were made to a number of groups:

Chamber of Commerce  
Spokane Unlimited  
Spokane Metropolitan Area Transportation Committee  
PTBA Planning and Public Relations Committee  
Spokane Central Business Association

The display board was exhibited at various locations:

University City Shopping Center  
Lobby of the Old National Bank  
Foyer of Riverpark Square Shopping Mall  
Riverfront Park Home and Energy Show  
Old National Bank

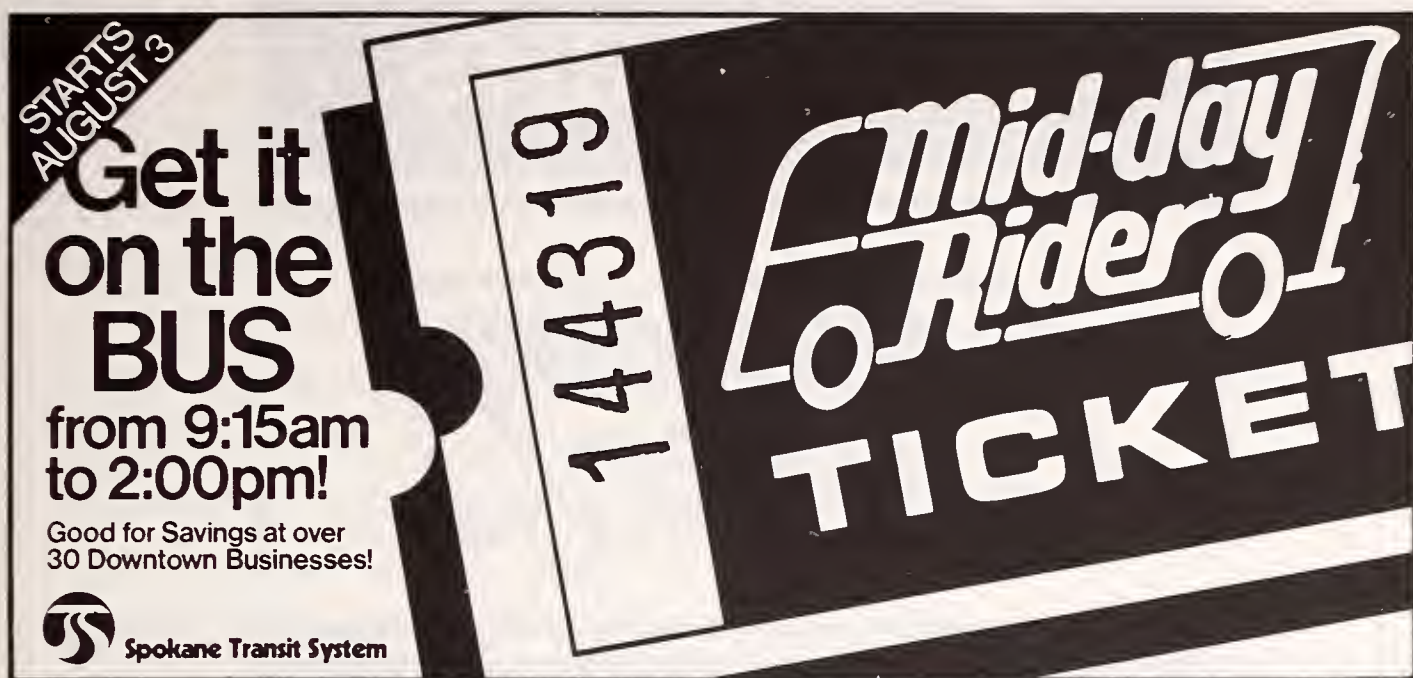
#### 5.1.2 School Poster Contest

During May, all children in the Spokane School District in grades one through six were invited to take part in a Mid-day Rider poster contest. The winning poster, one of 450 entries, was submitted by a second grader who was awarded her prize of \$50.00, a camera, and a one-month bus pass by the mayor, who also presented prizes to the second and third place winners. This event was filmed by two local television networks and aired on their news programs. The winning poster was also displayed on a city billboard for a month.

#### 5.1.3 Early Advertising Theme and Events

An advertising theme was developed to be used on billboards, bus banners, mailers, and newspaper ads featuring a blown-up Mid-day Rider ticket with the words, "Get it on the bus!". A program announcement which was inserted in the utility bills and mailed to 60,000 Spokane homes is shown on the following page.





#### EARLY PROMOTIONAL ADVERTISEMENT

Several display items were designed to be placed on buses and in the shops of participating merchants. Two of these (scaled-down version) are shown in Figure 5-1--the first, a decal placed on the side of the covered ticket machines the week before the demonstration began; the second, a sign that merchants could display in their shop, calling attention to the special they were offering during that month.

During August, the month the program began, newspaper advertisements and radio spots introduced the MRP to the public. Advertisements of the MRP appeared in two Spokane daily papers as well as the Senior Times and school papers. An ad which appeared on opening day is shown in section 3.1, Figure 3-2. During July and August, 106 spot announcements were aired on local radio stations. Supplementing paid radio advertising was participation by the MRP staff in talk shows and interviews at the time of newsworthy events (opening day, changes in program hours). To capture public interest visually, ten billboards within the city were used to broadcast the coming program as well as banners on the outside of buses.



FIGURE 5-1. PROMOTIONAL MATERIALS



On opening day, August 3, seventy-one people attended a Grand Opening Breakfast at a downtown hotel. After the meal and a news conference, guests were invited to take a short bus ride to a downtown department store to demonstrate how the program worked.

The first Mid-Day Music Concert was held November 19 in Riverpark Square in downtown Spokane. Approximately 200 people stopped at various times during the 1½ hour concert to enjoy the music of a blues and country band.

## MID-DAY MUSIC



*In Concert*  
**SWEET HOMINY**  
*Standards - Country - Blues*

**Thursday, November 19th**  
**11:30 a.m. to 1 p.m.**

*Unmistakably*  
 **River Park Square**  
Skylight Court  
Skywalk Level



*A Free Concert Sponsored  
by the Mid-day Rider Program.*

The first MRP newsletter was published in December and sent to all downtown businesses to invite their participation in the program. A scaled-down version of the front page is shown on the following page. Also throughout December, Mid-day Rider tickets were offered on each Sunday, "A Christmas Present from the Mid-day Rider program" (see additional discussion section 3.2).



## Your Advertising Message Rides FREE to 40,000 Customers Every Month

Spokane's Mid-day Rider Program is one-of-a-kind - the transit system and business community are working together to increase bus ridership and add an extra incentive for shoppers. Nowhere else in the United States does the business community have such an opportunity to benefit from the cooperation of public and private agencies.

In the three months of operation, 26,700 Mid-day Rider tickets have been redeemed at downtown businesses. Project Manager Colleen McCord predicts the Mid-day Rider

Program will go city-wide in early '82.

Businesses participating in the program offer a discount special every month and the business is included in the colorful Mid-day Rider Discount

Special List which is distributed to 40,000 bus riders and shoppers.

From large businesses to small specialty shops, the Mid-day Rider Program is a special plus for Spokane!



FIRST MRP NEWSLETTER

### 5.1.4 Program Expansion

When the decision was made to expand the MRP beyond the CBD to area-wide participation by businesses, the general campaign theme agreed upon was "A Good Deal Getting Better." Ads announcing the expansion and inviting any interested businesses to contact the program were placed in two

newspapers. Radio spots on four stations, and an insert in the April 1982 utility bill announced the expansion to Spokane residents (see page 29). Corollary promotions to advertise the expansion of the MRP included:

- A phone-in contest conducted on radio KGA involving specifics about the MRP ("What hours can you get Mid-day Rider tickets on the bus?"), and Mid-Day Rider T-shirts or a gift certificate from a participating restaurant offered as prizes;
- A kite-flying contest sponsored by radio KREM; and Mid-day Rider T-shirts given away as prizes.

In mid-June program hours were expanded beyond the mid-day to include evenings and all day Sunday. The new Mid-day Rider Plus program used ten radio stations to carry its message to the public and placed advertisements in two city newspapers and five student newspapers.

#### 5.1.5 Bus Pass Giveaway

As part of the strategy to increase interest in and response to the MRP, 35 free one-month bus passes were offered in August 1982 for 60 Mid-day Rider tickets per pass. Requests for the passes far exceeded supply; all the passes were quickly grabbed the first day they were offered. This promotion accomplished a staff goal of determining the number of tickets being held by mid-day riders. The staff's conclusion was, "There's a lot of tickets lying around out there." This promotion also assessed the possibility of pulling in large numbers of tickets with an exciting special, for example, an auction.

A lengthy front page article (shown in Figure 5-2) describing the MRP appeared in The Spokesman Review on October 11. The article created a very positive impression of the program.

During February 1983, bus riders holding 10 Mid-day Rider tickets could turn them in at one of the 20 participating

# Bus riders cashing in on bonus tickets

By LARRY YOUNG

Spokesman Review

Spokane shoppers are getting used to a new reason for riding the bus — a special bonus ticket.

The tickets can be used for a variety of savings from reductions on the price of a roll of film to a free night at local hotels. After a shaky start a year ago, they've become very popular with bus riders, merchants and federal transportation planners.

Spokane is the only city in the nation to have them.

The tickets are the core of the city's Mid-Day Rider Program, a special federal demonstration project of the Urban Mass Transportation Administration.

Spokane was chosen for the national pilot program because of this city's healthy downtown area and expanding transit system.

Colleen McCord, Spokane project manager, explained how it works:

During the special Mid-Day Riders



**Pull a red lever and get a ticket.**

hours — Monday through Saturday 9:15 a.m. to 1 p.m., 5:45 to midnight and all day Sunday — riders pay regular bus fares (or show passes) when they get on the bus, but they can pull a red lever every time they ride and get a ticket.

Riders can also pick up from the bus drivers monthly booklets listing the discount specials.

"Riders hoard them," said McCord. She said between 9,000 and 12,000 tick-

ets are redeemed each month. Tickets are good for discounts on merchandise and food ranging from 50 cents to \$3.

"They pump between \$100,000 and \$150,000 back into the regional economy each year," she said.

Next month, merchants plan to add zip to the program by using tickets to raffle off trips to Seattle and San Francisco.

"We're also planning an auction with the tickets," said McCord.

Are the discount tickets doing their job?

"Yes, we're very pleased," said Peter Everett, a professor of urban planning from Penn State University, who has taken a year's sabbatical to supervise the program. "The program is doing very well."

In fact, federal officials this week told McCord that they're renewing a the city's demonstration grant to keep the program alive here until August of 1983.

"Over 200 merchants in the Spokane area are using it now. It's very strong," said Everett.

McCord said it's hard to tell if the pro-

gram has built ridership but it has moved more riders into slack time periods.

The goal of the program is to phase out federal help after it's well under way and let the merchants take it all over, he said.

"It has really built my business," reported Mike Chastek, owner of a downtown restaurant.

"Those people really do use the tickets and they're proud of them. They're kept carefully in wallets and handbags and when a customer looks for one it's like looking for money," he said.

Another enthusiast is George Cole of Media West, a Spokane public relations firm. Cole said he used the discount tickets to increase ticket volume at Spokane's Innox Theater in Riverfront Park.

"In August, 794 people took advantage of the half-price discount. And most of them took someone else with them who paid full fare," he said, adding that ticket users range in age from students to retired folk.

Last fall, representatives of outlying shopping centers complained they were being left out of the project but in March of this year the program was expanded to include most of metropolitan Spokane.

It was further expanded to include Spokane Valley, Cheney and Medical Lake. Now, stores in shopping centers ranging from Northtown to Lincoln Heights offer the discounts.

FIGURE 5-2. SPOKESMAN-REVIEW ARTICLE, October 11, 1982



participating businesses and receive a free one-day pass good for unlimited rides on the bus for Saturday, February 26; 302 people took advantage of this special offer.

#### 5.1.6 Auction

Over a thousand people attended the MRP auction, a major promotional event held at the Sheraton Hotel in March 1983. Figure 5-3 shows a scaled-down version of the poster used to advertise this event. Participating merchants donated over 125 items, a sampling of which included:

<u>Donor</u>	<u>Item</u>	<u>Value</u>
Spoke 'N Sport	Ten Speed Bicycle	\$150
Greg's Fine Fabrics	Wardrobe color consultation	40
Spectrum Optical	One pair soft contact lenses	150
The Trio	Dinner for 4 including wine	50
KPBX-FM	Catered picnic for two	35
River City Hot Tubs	One hour session for two in Sweetheart room	20
Dance Emporium	One month of jazz or tap dancing lessons	23

**FREE**

**Mid-day  
Rider**

**FRIDAY, MARCH 25, 1983**  
**SHERATON-SPOKANE HOTEL Main Ballroom**  
**7:30 PM Inspection - 6:30 PM**  
**NO ADMISSION CHARGE**  
**DON WILSON, Auctioneer**  
**REFRESHMENTS AVAILABLE**



**= 50¢**

**EACH MID-DAY RIDER TICKET WILL HAVE  
A CASH VALUE OF 50¢ AT THE AUCTION!**  
**BID CASH & MID-DAY RIDER TICKETS  
AT THE MID-DAY RIDER AUCTION!**  
**MID-DAY RIDER TICKETS AVAILABLE  
ON THE BUS!**  
**OVER 125 ITEMS UP FOR AUCTION!**  
**CASH PROCEEDS BENEFIT THE  
SPOKANE FOOD BANK!**

- ★ Cameras
- ★ Furniture
- ★ Concert Packages
- ★ Wood Stove
- ★ Contact Lens
- ★ Weekend Vacations
- ★ Comforters
- ★ Art Works
- ★ Tanning Sessions
- ★ Dinners for Four
- ★ A Year's Supply of Bagels
- ★ Clocks
- ★ Hot Air Balloon Ride
- ★ Licensed Massage
- ★ AND MANY MORE ITEMS

**KDRR**  
FM 94  
Music Country  
**KGA**  
Country 1510



**washington**



FIGURE 5-3. POSTER ADVERTISING MRP AUCTION



Donated items were auctioned off for a combination of cash and Mid-day Rider tickets. Each ticket had a bidding value of 50¢. A total of 22,680 tickets and \$650 were bid on the various items with cash contributions donated to the Spokane Food Bank.

A sample of the bids:

Five monthly transit passes each worth \$19.90;  
Highest winning bid-950 tickets; lowest-300 tickets

10 speed bicycle worth \$150; winning bid - 550 tickets

Five pound box of chocolates worth \$50; winning bid - 250 tickets

As with the bus pass give-away, this event served to indicate the extent to which people had been collecting Mid-day Rider tickets.

#### 5.1.7 Private Takeover: New Theme and Promotions

Washington Transit Advertising took over control of the program in February 1983 and immediately embarked on a new advertising campaign and theme and various promotional ventures. The new campaign, begun in May, urged Mid-day Riders to "Go Ape with Mid-day Rider Tickets," and "Check it Out!" Advertising featured a large gorilla arm clutching a peeled banana from which emerged a Mid-day Rider ticket. Posters with this design were placed on the outside of 30 buses and smaller versions on the inside of 75 buses.







POSTERS  
PLACED  
OUTSIDE  
AND  
INSIDE  
BUSES



During June, homes along five new bus routes received material on their doorknobs as part of a joint venture by STA and the MRP to promote ridership on these routes. The packet included route information, a Sunday bus pass and coupons to encourage residents to shop at participating MRP businesses served by these routes.

The same month the MRP embarked on another joint venture with 22 Seven-Eleven stores in the Spokane area. People holding a monthly bus pass could present their pass at any Seven-Eleven store and receive an envelope containing 12 Mid-day Rider tickets and the discount booklet. Since the great majority of monthly bus pass holders are peak-hour commuters, this promotion was designed to pull a new group into the MRP who presumably had more dollars to spend. The promotion was advertised to pass holders on the radio, in the discount booklet, and by a sign placed on the side of the ticket dispensing machine.

The MRP and radio station KHQ jointly sponsored a ball game the end of August. The entire ballpark was rented for the evening, and 10,000 tickets were printed and given to participating MRP merchants who distributed the complimentary tickets to their MRP customers. (The public could also purchase tickets at the gate.) During the game there were drawings for prizes contributed by participating merchants and announcements of MRP sponsorship were made on the public address system. Turnout for this game was the second highest of the season.

No 47783	<b>MID-DAY RIDER/KHQ-59</b> <b>NIGHT WITH THE INDIANS</b> <b>TUESDAY,</b> <b>AUGUST 30, 1983</b>	<b>GENERAL ADMISSION</b> THE HOLDER OF THIS TICKET ASSUMES ALL RISK	RAINCHECK IF NEEDED ( )	 <div style="display: flex; justify-content: space-between;"> <div> <b>MID-DAY RIDER / KHQ-59</b>  <b>NIGHT WITH THE INDIANS</b> </div> <div>   </div> <div>  </div> </div> <div style="text-align: center; margin-top: 10px;"> <b>Spokane Indians vs Blue Mountain Bears</b> </div> <div style="text-align: center; margin-top: 10px;"> <b>Complimentary Bleacher Ticket — \$2.00 Value — ADMIT ONE</b>  <b>This ticket plus \$1.50 for Box Seat - or - \$1.00 Reserved Seat</b> </div>	No 47783
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MRP BASEBALL TICKET

#### 5.1.8 Marketing to STA Staff

Throughout the demonstration, the MRP staff was aware of how important the enthusiasm and cooperation of the STA staff was to the success of the project. It was especially important that the drivers view the program in a positive light as they were the key link with the bus-riding public. As a way of saying "thank you" to the drivers the MRP sponsored its own "Gorilla-at-large" at the employee picnic on July 10th. The furry simian (husband of an MRP staff person who had been coaxed into a gorilla suit) shook hands with STA employees, welcoming them to the picnic, and handed out free soft drinks, courtesy of the MRP. STA employees were also kept informed of the program's progress and events through the STA monthly newsletter, Transit Lines. An excerpt from the July newsletter is shown below.

---

## Thanks Spokane Transit Authority!

Thanks STA for the opportunity to work with such a fine group of people. Your entire staff, from drivers, to mechanics and office staff, makes it all possible. Mid-Day Rider program has been a success, because of you! We are all proud to

live and work in this City of Spokane and our transit system makes us even more proud of our community. We are happy to be associated with the transit system. No doubt about it, with STA and Mid-Day Rider, Getting There is definitely Getting Better!

EXCERPT FROM STA NEWSLETTER



### 5.1.9 The Bus Plus

In January 1984, the MRP became The Bus Plus and was no longer limited to off-peak hours. This change was announced to the bus-riding public with the slogan, "Mid-Day Goes All-Day." A full page ad in the November/December Discount Booklet, shown to the right, explained the operation of the new program. The latter part of December, decals which carried the message, "Look in your booklets for discount tickets. January 1st!" were placed on all the ticket vending machines. During January, February, and March, the outside advertising space on 30 buses carried the new slogan, "Mid-day Goes All-Day."



## **Attention Mid-day Riders!**

# **MID-DAY GOES ALL-DAY**

The Mid-day Rider program is ready to become even better than before! Starting January 1st, Mid-day Rider will go all-day with the new **BUS PLUS**. Here's what it will mean to you.

A **PLUS** for Mid-day Riders:

- ★ Now you can pick up a discount booklet any time you board, whether it's in the middle of the day, or when you're commuting to work.
- ★ A full month's worth of **BUS PLUS** tickets will be supplied in the discount booklet. Now you'll have all the tickets you need with every monthly booklet.
- ★ Starting January 1st, there will be no more old ticket machines to jam or break down. Your Mid-day Rider machine tickets will still be accepted by the merchants up to February 28th. So use them up or forever hold your machine tickets!

A Big **PLUS** for All-Day Riders:

- ★ Now all transit riders can enjoy the discounts and values offered by area merchants.
- ★ Simply pick up your discount booklet each month on the bus. Then clip the **BUS PLUS** tickets out of the booklet as you need them to take advantage of all the values offered to transit riders.

**Getting There Is Getting Better  
With BUS PLUS**

Merchant Discounts for All-Day Riders

PAGE IN DISCOUNT BOOKLET

BUS SIGNS  
ANNOUNCING  
SWITCH TO  
BUS PLUS



The final marketing activity was a joint effort among the Bus Plus, Spokane Transit Authority and KEZE, a local rock station, to promote the sale of summer bus passes to students age 12-18. Called the KEZE Youth Pack, the package contained three STA youth bus passes (June, July, August 1984) and discount coupons redeemable at Spokane merchants. Students paid \$32 for the pack, the cost of two monthly passes, and received the third pass free. Passes and coupons were packaged in a 5-color, die-cut envelope measuring 7"x8" that looked like a small suitcase. The Bus Plus paid for printing and advertising costs, KEZE contributed advertising time, and STA subsidized \$16 of each pack (the costs of the "free" pass). Eleven merchants participated in this promotion and paid \$106 each to have their discount coupon included in the pack.

## 5.2 MARKETING COSTS AND EFFECTIVENESS

Table 5-1 shows marketing costs by year in three major categories: consultants, production, and media. Consultant costs were those paid to the marketing, transit, graphic and public relations firms, which accounted for 59% of the total marketing budget. Printing the Discount Booklet was the most costly item in production costs, which accounted for 29% of the total budget. Twelve percent (12%) of the budget was spent on media buys - over half of media cost for radio advertising and about a third for newspaper advertising.

Table 5-1 shows that marketing costs were highest during the third year, a time one might expect advertising costs to be decreasing, as the public and merchants were, by then, generally aware of the program. STA offered two reasons for the high third year costs. First, all marketing tasks were done by consultants during the last 1-1/2 years, whereas in the previous 1-1/2 years some of this work - organization and some graphics - was done by the project manager. As described previously, this position was eliminated in January 1983. Second, the staff realized the program was on a make-or-break

TABLE 5-1  
MARKETING BUDGET

	Planning Aug 80-July 81	Year 1 Aug 81-July 82	Year 2 Aug 82-July 83	Year 3 Aug 83-July 84	Total n	%
<u>CONSULTANTS<sup>1</sup></u>	\$21,880	\$22,360	\$36,460	\$45,320	\$126,020	59%
<u>PRODUCTION</u>						29%
Discount brochure	--	14,270	13,690	13,660	41,620	
Printing	1,290	2,430	1,070	1,330	6,120	
Posters, banners, fliers, etc.	490	2,150	2,340	2,370	7,350	
Other	2,790	90	1,350	3,100	7,330	
Total	4,570	18,940	18,450	20,460	62,420	
<u>MEDIA</u>						
Radio	--	7,130	5,640	680	13,450	
Newspaper	--	2,110	3,320	2,290	7,720	
Other <sup>2</sup>	1,500	170	1,990	--	3,660	
Total	1,500	9,410	10,950	2,970	24,830	12%
<u>TOTAL</u>	\$27,950	\$50,710	\$65,860	\$68,750	\$213,270	

<sup>1</sup>Marketing, transit, public relations and graphics firms

<sup>2</sup>Billboards, slide show, music group

basis in the third year, they had marketing dollars to spend, and decided to use these dollars to attempt to increase public and merchant participation, hoping as a result that the program could continue independently.

Figure 6-6 in section 6.5, which shows the number of tickets redeemed over time, shows no correlation between major new marketing ventures (expansion beyond downtown, inclusion of evenings and Sundays, and the change to the Bus Plus) and the number of tickets redeemed. STA's Director of Planning and Marketing concurred that overall there was no correlation between marketing and the number of tickets redeemed. She believed the marketing effort was important to participating merchants, that it kept them in the program, and in their evaluation of the program, this was seen as a positive aspect by most merchants. She also stated that if marketing costs had been cut considerably (marketing accounted for 41% of total project expenditures, see Table 7-1 in chapter 7, Project Economics) the program still would not have been able to exist independently, that there still would have been a gap between what it cost to run the program and the revenues derived from merchant advertising contracts. In the future, STA plans to promote smaller cooperative ventures between the transit system and Spokane merchants. In these ventures STA will rely mostly on word-of-mouth for marketing (35% of Spokane's population rides the bus at some time) and, if a discount coupon book is part of the promotion, will list merchants at no charge.





## 6. PUBLIC RESPONSE

The two major objectives of the Spokane demonstration were to increase mid-day ridership and increase private/public sector cooperation and involvement with the transit system. The first two sections of this chapter will discuss how well the project was able to achieve these objectives.

Following these sections on ridership and business impacts, there are three sections that describe the public's general awareness of the program, passengers' response to the program, and general ticket-taking and exchange patterns. The last section will discuss the program's impacts on transit attitudes and shopping patterns.

Public response was monitored through on-board surveys of riders, telephone surveys, ticket and ridership counts and merchant interviews. Detailed information on how the surveys were conducted is given in Appendix C.

### 6.1 RIDERSHIP

The following section considers whether the program had any measurable travel impacts such as: attracting new riders, increasing retention of old riders, increasing trip making by old riders, or encouraging riders to travel during the off-peak instead of the peak hours.

Evidence about ridership impacts of the MRP comes from four sources:

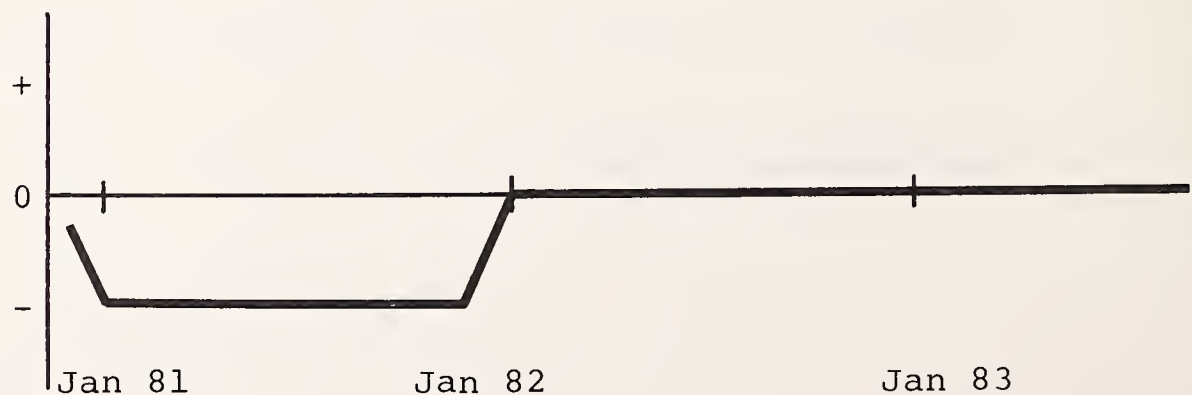
1. Monthly system-wide ridership estimates from revenue counts
2. Two special counts of mid-day ridership taken in April 1981 and March 1982

3. Two on-board surveys, one of about 1,100 riders conducted in April 1981, and one of about 2,000 riders conducted in September 1983, a year and three months after the start of Mid-day Rider Plus
4. A panel of nearly 400 riders who were surveyed both before (April 1981) and after (March and October 1982) introduction of the MRP

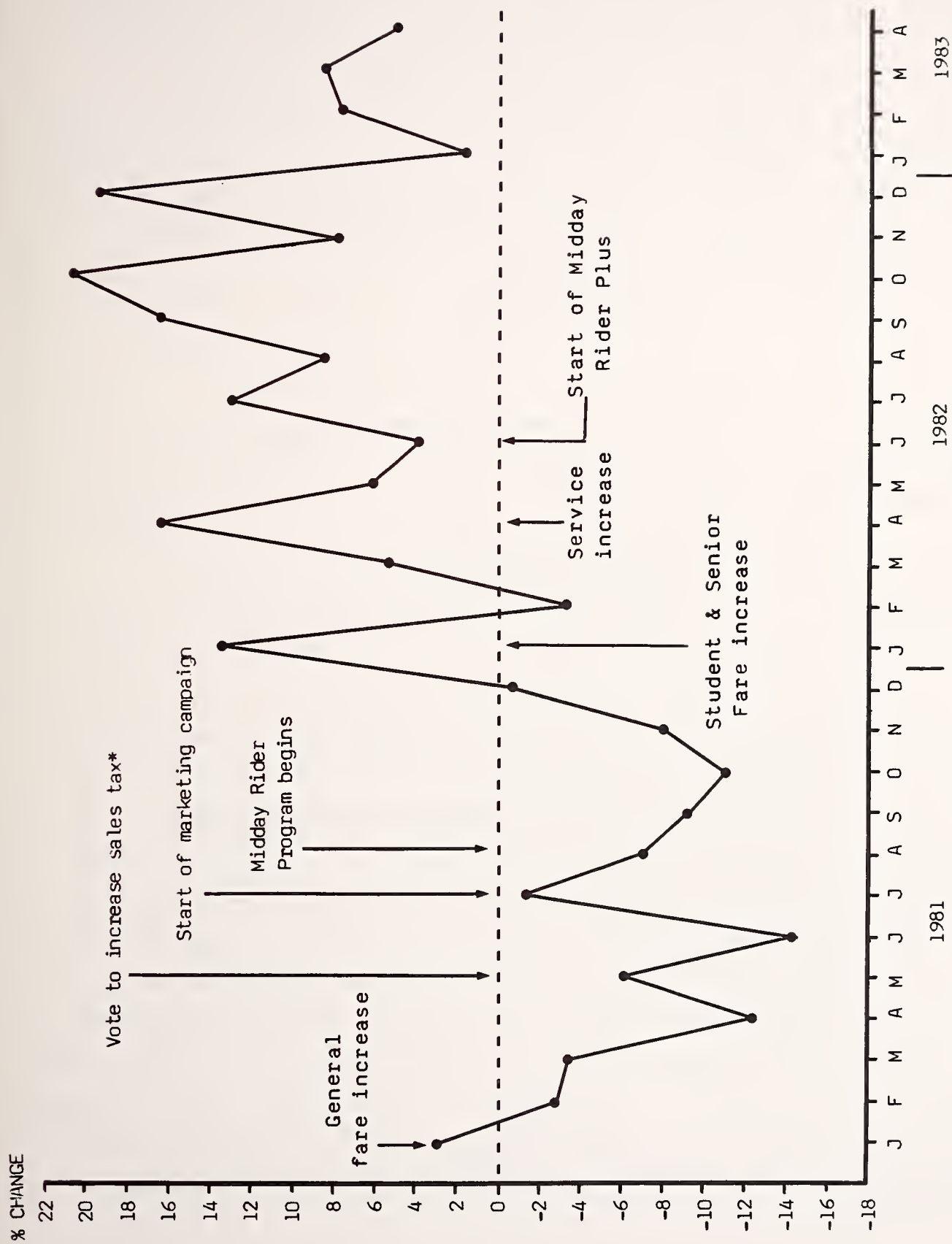
#### 6.1.1 Systemwide Ridership Trends

Figure 6-1 shows system-wide ridership changes beginning in January 1981, six months before the start of the program, and continuing through April 1983, ten months after the introduction of Mid-day Rider Plus. For each month, the figure shows the increase or decrease in ridership compared to the same month the previous year. This technique is intended to remove seasonal variations. It also can control for general trends. For example, steadily increasing ridership along with seasonal variation would produce an approximately level positive series of points.

Figure 6-1 helps clarify the role of two major confusing factors. In January 1981 the base fare went up from \$.40 to \$.50, student fares went from \$.30 to \$.40, and senior fares went from \$.15 to \$.20. In January 1982 student and senior fares were raised again, this time to \$.50 and \$.25, respectively. In April 1982 four routes were added to the system and adjustments were made to old routes; total vehicle miles of service were increased by over 50%. The major fare increase in January 1981, by itself, assuming no patronage recovery at all, would be expected to produce a plot of roughly the following form:



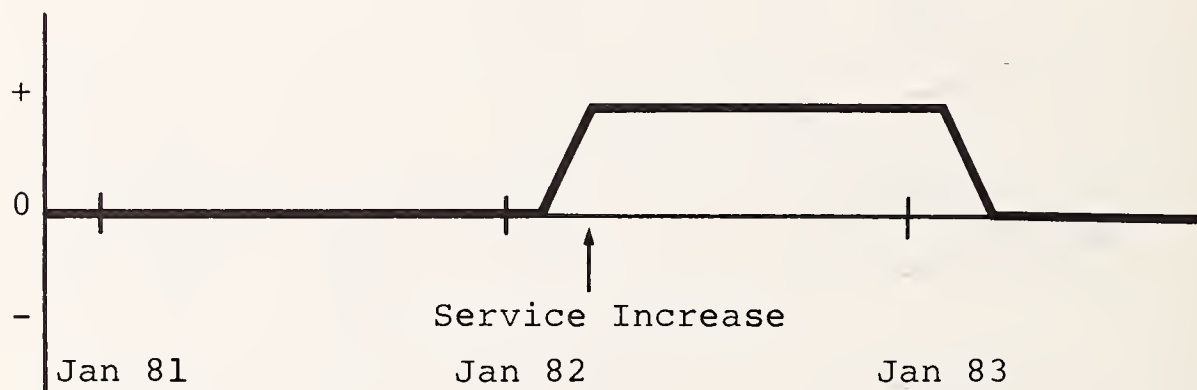




\*A favorable public vote creates the Public Transportation Benefit Area. Sales tax is increased, up to three-tenths of one percent, to finance the expanded service.

FIGURE 6-1. PERCENT CHANGE IN RIDERSHIP FROM SAME MONTH OF PREVIOUS YEAR (Based on Revenues)

At first the plot falls, showing a drop in ridership over the previous year. After a full year, however, the year-to-year change returns to zero because the comparison is being made to ridership in the preceding year, following the fare increase. If there was some patronage recovery during 1981, the plot would show a jump in January 1982, followed by a slow decline. The increase in student and senior fares would tend to reduce the tendency of the plot to jump up in January 1982, but not by much, since the adult base fare was unchanged. The service increase, by itself, would be expected to produce a plot of roughly the following form:



Returning to Figure 6-1, all but a few points appear to conform to expectations from just the fare and service increases. Certainly there is no unexplained increase corresponding to the introduction of the MRP in August 1981. The jumps in December 1981 and in January 1982 might conceivably be connected with a delayed effect of the MRP, but, given their size and timing, and the subsequent drop in February 1982, they more likely represent chance fluctuation or other outside influences. This discussion does not prove that the MRP had no effect on ridership. It does show that any such effects would have been small compared to other changes that were going on.

### 6.1.2 Changes in Mid-day Counts

As part of the demonstration evaluation activities, a special count of riders by time of day was conducted on April 23, 1981 four months before the start of the Mid-day Rider Program. A similar count was conducted in March 1982 by the Spokane Transit Authority (STA) as part of its Transit Monitoring Program. The April 1981 count was conducted by Eastern Washington University students hired specifically for this purpose whereas the March 1982 count was conducted by employees of the transit district.\* Table 6-1 gives a comparison of these two counts by route. There are two issues to consider before basing any conclusions on these two data sets. First, the April 1981 data are based on counts taken on a single day, which may or may not have been a "typical" day. The March 1982 data were spread over the weekdays of an entire month.

Second, the counts were done in two different months and STA ridership estimates over the years show that ridership is generally higher in March than in April. Table 6-2 compares total ridership during these two months, estimated from revenue, for 1980 through 1982. The table shows that, in 1980 and 1981, March ridership exceeded April ridership of the same year by an average of 9%\*\* . Therefore, part of the increase shown in Table 6-1 represents a seasonal factor. Fortunately, the post-implementation count preceded the major service additions, so no part of the measured ridership increase should be due to that. As for whether the day of the count in April 1981 was representative or not, the estimates from revenue show

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\*Charles Davis who is currently part of STA's planning staff worked on the first survey while a student at Eastern Washington University. He believes both surveys were conducted in a comparable manner.

\*\*Data for 1982 cannot be used for estimating the seasonal difference between March and April because of the major service increase in April 1982.



TABLE 6-1  
MID-DAY RIDER COUNTS, APRIL 1981 AND MARCH 1982

<u>Line</u>	<u>April 1981</u>		<u>March 1982</u>		<u>Percent change</u>	
	<u>Midday*</u>	<u>All day</u>	<u>Midday*</u>	<u>All day</u>	<u>Midday*</u>	<u>All day</u>
1	798	2,735	948	3,204	18.8	17.1
2	631	2,223	787	2,460	24.7	10.7
3	700	2,655	1,099	3,201	57.0	20.6
4	515	1,888	724	2,266	40.6	20.0
5	514	2,084	612	1,996	19.1	4.2
6	422	1,300	503	1,601	19.2	23.2
7	544	2,103	785	2,423	44.3	15.2
8	295	1,181	314	1,311	6.4	11.0
9	567	2,050	831	2,484	46.6	21.2
10	254	445	199	638	21.6	43.4
11	55	299	59	430	7.3	43.8
12	0	53	NA	NA	NA	NA
14	959	2,303	454	1,363	52.7	-40.8
15	0	234	0	152	0	-35.0
16	0	331	0	230	0	-30.5
17	178	375	234	351	31.5	-6.4
18	35	301	201	1,004	474.3	233.6
Total	6,467	22,560	7,750	25,114	19.8%	11.3%
Total non- mid-day	16,093		17,364		7.9%	
Mid-day as % of all day	28.7%		30.9%		+7.7%	

---

\* 9:15 AM-2:00 PM.

a 15.1% increase in the total ridership from April 1981 to March 1982, while the special counts show only an 11.3% increase. This might indicate that the day counted in April 1981 had higher-than-average ridership for that month, producing an underestimate in the change.

TABLE 6-2  
COMPARISON OF MARCH AND APRIL RIDERSHIP

	Estimated Weekday Ridership <sup>a</sup>			Change from April 1981-March 1982
	1980	1981	1982	
March	25,773	24,272	24,790	15.1%
April	24,548	21,533	25,050	
Pct. by which March exceeds April	5.0%	12.7%	-1.0% <sup>b</sup>	

<sup>a</sup>Using STS monthly estimates based on revenue and adjusting for days per month, counting Saturdays equivalent to .37 weekday and Sundays equivalent to .16 weekday, factors based on March 1982 boarding counts. These estimates do not precisely match the figures for April 1981 and March 1982 in Table 6-1 because that table is based on special counts, rather than estimates from revenue.

<sup>b</sup>Reflects major service increase in April 1982.

The calculation of a 19.8% increase for mid-day ridership (shown in Table 6-1) is presumably affected by the same tendencies as the estimate for all-day ridership. It would be overstated as a result of seasonal factors, but it would be understated as a result of an above-average day having been counted in April 1981. The most conservative calculation would be to reduce the measured 19.8% increase by the greatest observed April-over-March difference, which was 12.7% in 1981 (see Table 6-2). That would leave a seasonally adjusted 5.1% increase in mid-day ridership between April 1981 and March 1982, possibly due to the MRP.

Another approach is based on the fact that the special counts show a greater increase in mid-day ridership than all-day ridership (see Table 6-1). This difference is in spite of the increase in student and senior citizen fares which went into effect in January 1982. Such a fare increase would probably affect mid-day ridership more than peak period ridership. Nevertheless, as can be seen from Table 6-1, mid-day ridership rose by 8.5% more than all-day ridership and by 11.9% more than non-midday ridership. If mid-day and other ridership are subject to similar influences, including seasonal and other effects, then the difference might be attributable to the MRP.

#### 6.1.3 On-Board Survey Results

Table 6-3 reports estimated trip rates for STS users, based on the on-board surveys conducted in April 1981 and September 1983. The trip rate questions were not completely comparable. The difference is that, in the case of the pre-implementation results, the reported total includes all day on Saturday, while the post-implementation total includes only the mid-day on Saturday (9:15 AM to 2:00 PM). An adjustment on the order of 0.2 trips for non-midday Saturday travel would indicate an increase in weekly trip rate on the order of 0.3 trips per week, or about 10%. This would be a statistically significant increase ( $t = 2.7$ ); however, the need for an arbitrary correction for non-midday Saturday trips makes the result less than certain. An alternative method of adjusting considers only mid-day travel, and computes mid-day trips per day for the different number of days counted in the two surveys. The result is an increase of 0.03 trips per day, or about 7%, which is not statistically significant ( $t = 0.7$ ).

The September 1983 survey contained other questions which bear on the issue of travel impact. Eleven percent of riders indicated that they had shifted from the peak to the mid-day or evening to take advantage of the program. Homemakers and retired persons, those whose daily schedules have the most



flexibility, were most likely to change their trip times: 14.6% of this group said they had changed the time of a trip while only 9.5% of the other groups (employed, between jobs, students) said so ( $t=3.10$ ). Students were least likely to change their trip time as compared to other groups ( $t=2.96$ ).

TABLE 6-3  
WEEKLY TRIPS PER PERSON BEFORE AND AFTER MRP

(n=1105)	<u>Pre-implementation</u> (April 1981)		(n=1955)	<u>Post-implementation</u> (Sept. 1983)	
	<u>Mean*</u>	<u>95% Conf. limit**</u>		<u>Mean*</u>	<u>95% Conf. Limit**</u>
Mid-day trips Mon.-Fri.	2.24	$\pm 0.17$	Mid-day trips Mon.-Sat.	2.88	$\pm 0.15$
Sat. and Sun. all day	<u>0.85</u>	<u><math>\pm 0.09</math></u>	Sunday all day	<u>0.35</u>	<u><math>\pm 0.04</math></u>
Total	3.09	$\pm 0.19$	Total	3.23	$\pm 0.16$
Mid-day trips/day Mon.-Fri.	0.45	$\pm 0.03$	Mid-day trips/day Mon.-Sat.	0.48	$\pm 0.03$

---

\*Calculated using weights to correct for unequal sampling probabilities.

\*\*This 95% confidence interval is based on the weighted results, calculated assuming known, non-random weights. However, the weights used were calculated from reported trip rate, which is a random variable, compounded by measurement error. Therefore the true confidence interval is probably much wider.

Based on the survey, 28% of STA riders in September 1983 had begun riding after the start of MRP. However, those who began riding after the MRP took tickets on the bus less frequently than riders who began riding before the MRP began, as reported in Table 6-4. This indicates that most new riders were not motivated to use the bus because of the ticket incentive.

TABLE 6-4  
TICKET TAKING BY OLD AND NEW RIDERS

<u>How often do you take a ticket?</u>	<u>Old riders (Began riding before MRP) (n=1371)</u>	<u>New Riders (Began riding after MRP) (n=525)</u>
Almost every time I ride the bus	24%	15%
Every other time	20	11
Rarely	26	21
Never	30	53

#### 6.1.4 Panel Results

Nearly 400 STA riders were interviewed both before and after introduction of the MRP. The results of the panel are flawed as a means of measuring the overall impact of MRP, but do provide a way of gauging differences in impact among various rider subgroups.\*

Tables 6-5 and 6-6 present the measured changes in weekly bus trip rate, for mid-day trips and non-midday trips, based on the panel results. The most striking outcome is the measured increase of 0.29 trips per person per week in the mid-day, compared to a decrease of 1.29 in the non-midday. The non-midday decrease would be an expected result of attrition. The contrasting increase in the mid-day might suggest an impact of the MRP, either an increase or shift in trip making. It is very unlikely that a shift is indicated because the magnitudes of the changes are so different. Also the changes for sub-groups do not correspond. For example, among age groups, those age 65 or older show the greatest mid-day increase, but those age 30 and under show the greatest non-midday decrease.

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\*The population of transit users has a high degree of turnover. Reasons unconnected with changes in the transit system move certain riders to stop or decrease bus usage, and other individuals to start or increase bus usage. The panel does not include anyone who began using the bus after the panel was selected, whether because of changes in the transit system or in their own lives. The average trip making of a group chosen because they did ride the bus at one time will generally have declined some time later.

TABLE 6-5  
CHANGE IN MID-DAY TRIP RATES  
(Trips/Person/Week, April 1981 to May or October 1982)

	<u>Mean*</u>	<u>Std. Dev.**</u>	<u>n</u>	<u>Level of Confidence***</u>
All cases	0.29	3.02	392	95%
<u>Ticket Taking</u>				
Often	0.42	2.91	210	96%
Rarely or never	0.19	3.15	177	-- ****
<u>Sex</u>				
Male	0.94	3.54	75	97.5%
Female	0.14	2.87	317	--
<u>Age</u>				
30 and under	-0.08	3.17	95	--
31-64	0.26	3.30	128	--
64+	0.64	2.74	152	99%
<u>Employment*****</u>				
Working	0.02	3.09	129	--
Not working	0.47	2.90	257	99%
<u>Income</u>				
Under \$15,000	0.31	3.17	226	86%
\$15,000 & Over	0.35	3.04	108	--
<u>Turn in Coupons?</u>				
Yes	0.44	3.07	219	97%
No	-0.12	2.94	106	--

\*The average of all observations, weighted to correct for unequal sampling probabilities.

\*\*A measure of how spread out the observations are. Approximately 68% of the observations usually are within one standard deviation of the means. Assumes weights are not random variables.

\*\*\*The probability than an increase or decrease actually occurred. Assumes weights are not random variables.

\*\*\*\*Less than 65% confidence.

\*\*\*\*\*At time of pre-demonstration on-board survey.



TABLE 6-6  
CHANGE IN NON-MIDDAY TRIP RATES  
(Trips/Person/Week, April 1981 to March or October 1982)

	<u>Mean*</u>	<u>Std. Dev.**</u>	<u>n</u>	<u>Level of Confidence***</u>
All Cases	-1.29	4.52	383	99%
<u>Ticket Taking</u>				
Often	-1.09	4.33	205	99%
Rarely or Never	-1.48	4.77	174	99%
<u>Sex</u>				
Male	-2.16	5.64	74	99%
Female	-1.07	4.19	309	99%
<u>Age</u>				
30 and under	-3.38	6.26	93	99%
31-64	-0.97	4.38	127	99%
65+	0.27	2.74	146	76%
<u>Employment****</u>				
Working	-1.63	5.00	128	99%
Not working	-1.12	4.29	249	99%
<u>Income</u>				
Under \$15,000	-1.12	4.31	222	99%
\$15,000 & Over	-1.33	3.94	107	99%
<u>Turn in Coupons?</u>				
Yes	0.0	Not	214	Not
No	-1.74	avail.	103	avail.

---

\*The average of all observations, weighted to correct for unequal sampling probabilities.

\*\*A measure of how spread out the observations are. Approximately 68% of the observations usually are within one standard deviation of the means. Assumes weights are not random variables.

\*\*\*The probability that an increase or decrease actually occurred. Assumes weights are not random variables.

\*\*\*\*At time of pre-demonstration on-board survey.

A real increase in mid-day trip making, unconnected to any shift, remains a possibility; however, the measured increase could also be a result of response bias. Only one third of those in the original, pre-implementation sample also responded to the post-implementation mail-back survey. Those who travel a lot on the bus in the mid-day or use MRP are more likely to have responded than those who do not. For example, 54% of panel members reported taking a ticket on at least every other bus trip, compared to only 38% of respondents to the September 1983 on-board survey. Such a response bias would be less likely to affect non-midday trips and, therefore, would be consistent with the decrease measured for them.

Regarding differences in impact among various subgroups, Table 6-5 shows that, if there were no other influences on mid-day ridership of the same magnitude as the MRP, then the program had its greatest impact on men, those age 65 or older, and those not working before introduction of MRP. The impact on seniors and those not employed may be important, since the senior and student fare increase in January 1982 should have made ridership for those groups drop relative to other groups.

The table shows that mid-day trip rates increased more for those taking and using tickets than for those not doing so. This might imply a relationship between MRP and the trip rate increase. On the other hand it may be just that low trip rates at the time of the follow-up survey go along with low levels of ticket taking and usage. That is, those panel members whose trip rates had fallen to very low levels would be more likely to "rarely or never" take tickets, and more likely to not turn in tickets.

Some direct evidence that changes in trip rate are not due to the MRP comes from a question on the follow-up survey. It asked whether respondents had started to ride the bus more often since August 1981 (when the MRP began), and if so, why. Thirty-five percent said they had begun to ride more often, but as shown in Table 6-7, the reasons given for increased riding did not, except in a few cases, have to do with the MRP.

TABLE 6-7  
REASONS FOR INCREASE IN BUS USE  
(since August 1981)

	<u>Percent</u>
Work situation changed	16.0
No other form of transportation	16.0
Service more convenient	10.9
School attendance	10.9
Personal reasons*	10.9
Increased or additional activity (visits, recreation, doctor app't, etc.)	10.3
Improved bus service	10.3
More economical	9.0
Midday Rider incentives	2.5
Other	3.2

\*Bad weather, walk less due to surgery, etc.

#### 6.1.5 Summary of Evidence on Travel Impacts

The evidence indicates that mid-day ridership may well have increased after introduction of the MRP. In very rough terms, the increase appears to be on the order of 10%. The evidence leaves considerable room for doubt about whether the increase is directly attributable to the MRP, although no other cause for the increase is known. The systemwide, all-day trend data (Figure 6-1) show no impact visible at that level. Special counts (Tables 6-1 and 6-2) show that mid-day ridership increased by between 5% and 12%, controlling for seasonal effects. Comparison of before and after on-board surveys (Table 6-3) indicates that the average mid-day rider increased his or her trip making by 7% to 10% during the mid-day. The first result, however, is not statistically significant, and the second depends on a guessed-at adjustment to the data. The panel survey (Tables 6-5 and 6-6) also shows a small but statistically significant increase in mid-day trip making among continuing riders; however, sampling biases could be responsible for some of the observed increase.

Two survey results cast doubt on the cause-and-effect relationship between MRP and the mid-day ridership increase.



One is that most riders reporting increased bus riding attributed the increase to factors other than MRP (Table 6-7). The other is that riders who began using the bus after the start of the MRP take tickets less often than riders who were already using the bus before the MRP. In the case of the increase shown by the two sets of surveys, in both cases, the after survey was conducted following the substantial service increase initiated in 1982.

In favor of an increase caused by the MRP, are changes in mid-day ridership compared to non-midday ridership. The special counts (Table 6-1) show that mid-day ridership rose by 12% more than non-midday ridership. If exogenous factors affect the mid-day and other times equally, then the MRP would be left as the only cause for the greater increase in the mid-day. Similarly, the panel survey (Tables 6-5 and 6-6) shows an increase in mid-day compared to the non-mid day ridership, although response bias could play a role in this difference.

## 6.2 BUSINESS IMPACTS

Because the demonstration emphasized private and public sector cooperation, it was important to assess the impact of the program on the Spokane business community. The first part of this section will discuss the pattern of merchant participation over time. The middle sections summarize interviews conducted with representatives of the business community. The MRP manager summarized "before" attitudes after initial contacts with downtown merchants and "during" attitudes were noted during a series of interviews conducted in February and March 1982. Another group of merchants was interviewed by the evaluation contractor in September 1983, once the program had shifted from public to private control and merchants were paying for advertising space in the Discount Booklet. A final round of interviews was conducted by a member of the Bus Plus

staff in July 1984, the last month of the program. The last section analyzes business impacts by looking at the dollar value, the amount spent by customers who exchanged their tickets for discounts on goods and services.

#### 6.2.1 Merchant Participation Over Time

Merchants could enter and exit the program whenever they wished. During the three year demonstration period, a total of 247 merchants participated in the program. These merchants by type of business are shown below.

	<u>n</u>	<u>%</u>
Retail variety	73	30
Restaurant	60	24
Personal services	52	21
Retail clothing	20	8
Retail food	13	5
Recreation	13	5
Department store	9	4
Hotel/theater	<u>7</u>	<u>3</u>
	247	100

A table charting the participation of the 247 merchants over time is included in Appendix B. It shows a wide variation of time spent in the program, with some merchants (22) staying in the program for only one month while others (14) were in for two years or more. The average stay in the program for all 247 merchants was 6.7 months.

The table below shows merchants in three categories: those who participated when the program was free (August 1981 - April 1983), those who entered the program after it required payment (May 1983 - July 1984), and merchants who spanned both the free and paid periods.

<u>Participation Period</u>	<u>Number of Merchants</u>	<u>Average Length of Stay (months)</u>
Free period	155	5.2
Paid period	61	6.2
Free and paid	<u>31</u>	22.7
All merchants	247	7.6

The program began with 33 merchants; only one of these businesses, McDonalds, had an additional outlet within the downtown, bringing the total number of business locations served by the MRP to 34. When the program expanded beyond the downtown in April 1982, the number of businesses in the program rose to 72. Some of these businesses had several branches so that for a customer, the number of stores where they could redeem a ticket was larger, 113 in April, for example.

Between April 1982 and May 1983 when the MRP was open to all merchants in the Spokane area at no charge, the average number of merchants in the program was 69 per month. During the first year of paid participation (May 1983 through April 1984) an average of 52 merchants were in the program each month. During the last three months (May-July 1984) the average fell to 23 merchants each month.

Figure 6-2 shows the number of participating merchants by month during the three years the program operated.

#### 6.2.2 Pre-demonstration Merchant Interviews

Initial contact with merchants regarding the program brought wide variation in responses, particularly in openness to new ideas and recognition of program potential. Merchants with strong reservations were not encouraged to join the program.

The opportunity to have free advertising in the discount list was the most frequent reason stated for joining the program. Many were also interested in the innovative demonstration aspect and that Spokane was chosen for the test.



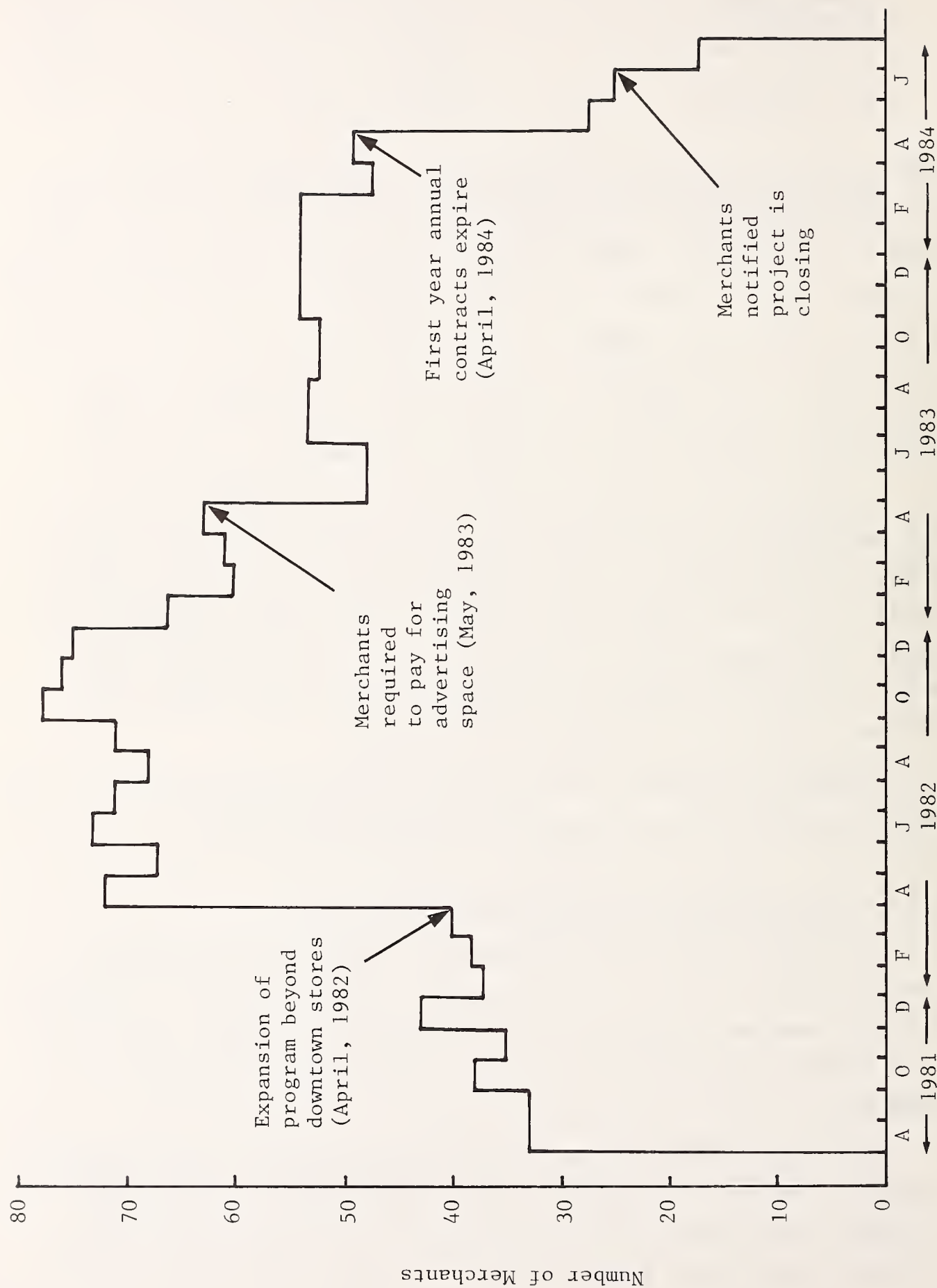


FIGURE 6-2. MERCHANT PARTICIPATION OVER TIME

Negative reactions to the program included: a "wait and see" attitude; "we don't give discounts" or "give anything away" or the difficulties of chain stores either to participate in a unique program for which other outlets were ineligible or to get timely approval for discount items. There was some implication that the economic characteristics of mid-day bus riders did not make them a viable market to pursue.

### 6.2.3 Six-Month Interviews

By the end of 1981, five months after the program start, 52 downtown merchants had participated in the program. These merchants represented 23% of the 231 businesses\* in the downtown core area. By size (based on number of employees), 20% of the small businesses had participated in the program while 43% of the large downtown stores had joined.

Merchants were interviewed after the program had been operating for at least six months to assess any impacts of the program on their businesses and reassess their attitudes toward the program. The interviews included 12 participating merchants, all from the downtown as the program had not yet expanded to other areas; four non-participating downtown merchants; and meetings with merchant representatives from four shopping centers outside the downtown area. Responses of the 12 participating merchants are summarized in Table 6-8 and tallied below.

- o Increase in store traffic. Eight believed the MRP had increased store traffic although three indicated the increase was small.
- o New customers. Four said the MRP brought new customers to their store.

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\*Source: 1980 City of Spokane Business License Department

TABLE 6-8  
SIX-MONTH MERCHANT INTERVIEWS

Business	Increase in Store Traffic	Incr. due to MRP	Customer Type	New?	Add'l Purchases	Marketing Strategy	MRP vs Other Mktg	Impact on Sales	Admin. Costs	Future Participation	Overall Assessment
<u>SMALL</u>											
Children's Corner Bookshop	-	no	Looking for ticket use opportunity rather than interest in bookshop specialties		-	MRP only a tiny part of advertising		⊕ too few customers	-	continue-store name advertising advantage	<ul style="list-style-type: none"> <li>put expiration date on tickets which will increase value &amp; add incentive to use</li> <li>support transit and MRP</li> <li>their discount not large enough to be significant to customers or to entice new customers. Children's book buyers are already interested in their specific merchandise.</li> </ul>
The Gap	Yes - in August only (last month of program); \$3 off jeans in preschool year shopping time	yes	High School age	yes	yes	varied offering to test what worked; believes specific \$ discount better than % discount	MRP represents 80% of marketing	small too few customers after Aug.	no problem	continue as long as it's free; store name advertising	<ul style="list-style-type: none"> <li>would like weekend and evening hours for MRP</li> <li>MRP - good</li> </ul>
Golden Image	yes	yes	50 yrs +	yes, and returning afterwards	seldom	chose items to make older customers feel good (e.g. juice)	MRP best advertising; better than TV or radio	no estimate	developed a procedure; now no problem	yes	<ul style="list-style-type: none"> <li>MRP great benefit to business</li> <li>used option of submitting specials for next three months at one time.</li> </ul>
Magic Lantern		MRP might tip the scales for patrons to choose the Magic Lantern over other theaters	all types		-	generally do in-house promotions only		no way to estimate	no problem	out until June - wait and see attitude	<ul style="list-style-type: none"> <li>owner concerned they were losing money since riders were already coming to theater and now got a discount; manager convinced him this wasn't the case.</li> <li>would like MRP to run all day</li> <li>MRP marginally successful for their business</li> </ul>
Pilgrim's not great increase	yes	?		not generally; ok as customers want new customers	MRP supplemental to other advertising	chose items of wide appeal		no way to measure	early problem tracking dis-counts - an internal problem not MRP		<ul style="list-style-type: none"> <li>great</li> <li>expand MRP to include computers</li> </ul>
Romano's yes - not great increase	yes, new customers	yes	senior citizens	yes	some buy more than the average meal	whatever he "thinks will work"	cut advertising budget so approximates MRP exposure	no way to estimate	no problem	"as long as he can"	<ul style="list-style-type: none"> <li>MRP good idea; helps business</li> </ul>
Toy Shop	-	little change due to MRP	teenagers & housewives	-	not generally but looked around and "probably came back"	chose seasonal items	MRP's good promotion	no way to measure	no problem	will be a regular customer	<ul style="list-style-type: none"> <li>MRP does a good job</li> </ul>



TABLE 6-8. (continued)

Business	Increase in Store Traffic	Incr. due to MRP	Customer Type	New?	Add'l Purchases	Marketing Strategy	MRP vs Other Mktg	Impact on Sales	Administration Costs	Future Participation	Overall Assessment
LARGE											
Bon Marche' (restaurant) yes within store)	yes	yes	older	yes	older customers buy small lunches; other new customers buy full lunches at discount	-	MRP has re-placed their promotion budget when they participate	Feel that MRP helped sales	no problem	participate as often as possible	• MRP - positive reaction
McDonald's	yes	yes	all ages	-	found that a meal was off a meal was more appealing than a free item with purchase of other item; also tried an MRP Special	use MRP for Aug-Dec; McDonald's does regular promotions during first part of year	minimal	some confusion about MRP with employees; time consuming in a large volume fast food store; use of an MRP special easier for employees to handle	yes - for 2nd half of year	Promotion Manager feels program is a reward for bus riders not an incentive to draw new people onto the bus. He supports MRP and its goals.	• Branch Manager felt MRP was more trouble than it was worth
Pay'n Save.	small increase	older	yes, small items	-	Each dept. with in store given opportunity to offer item; stick to items of general appeal (e.g., deodorant)	advertising done out of Seattle; MRP supplement	no increase due to MRP	no problem	yes - unless it costs	would like to see more MRP advertising	• MRP idea good; no great benefit to Pay'n Save
Trio Restaurant	yes	yes	older	-	frugal - buy an average meal	"Give away less than a 2 for 1 meal and still have it look good"	MRP is most successful promotion ever had	MRP est. - 12% of sales over last 3 months	no problem	will continue participation	• MRP helpful to business
Washington Trust Bank	no MRP customers	n.a.	n.a.	n.a.	one month of free checking for seniors based on assumption that Mid-day rider was a senior	off customer's choice of meal less restrictive than discount on special items	another promotional device; good as it is free	n.a.	n.a.	would like to; considering what to offer	• believes consumers need more education about MRP • supportive of MRP

- o Advertising with MRP. Four believed the MRP ad was their best form of advertising; two said it was only a small portion of their overall marketing program.
- o Impact on sales. One restaurant said the MRP was the most successful promotion they ever had, three said the impact was small, two said there had been no impact, and six were unable to estimate the impact.
- o Continue in MRP. Eight said they would continue advertising in the Discount Special List, two would continue as long as the program was free, one would wait and see.
- o Overall assessment. Nine were generally positive and believed the MRP was a benefit to their business; three while supportive of the concept, had seen no direct benefit for their businesses.

The majority of downtown merchants not participating in the program were small businesses. Reasons for not participating are summarized below.

- o uninformed about earlier invitation to join program
- o did not believe its customers were bus riders
- o did not believe discounts on items would attract new customers
- o firm's business primarily with other companies rather than individuals
- o had previous bad experience with give-away promotion
- o held general negative attitudes about discounting of any kind.

Discussions held with the management and merchants of shopping centers outside the downtown produced varied reaction to the MRP. All wanted businesses outside the downtown to be eligible for the program; some took the view that customers spending money in any store helped them, while others had a much narrower view. At two of the meetings, the attitudes of the merchants, almost hostile at first, shifted considerably as they became more aware of how the program operated and the decision to expand the program in 1982 to include businesses throughout the Spokane area. The manager of one shopping center was very positive about the MRP and the free advertising that it would bring to his stores; he strongly recommended

participation, and there was general agreement on the advantages of participation.

Figure 6-3 reproduces a page from the MRP Newsletter mailed in August 1982, a year after the program began. This was a publicity feature of the program which highlighted positive comments by participating businesses.

#### 6.2.4 Third-Year Interviews

Another round of merchant interviews was conducted in September 1983. At that time the program had been operating a little over two years and paid participation of merchants had been in effect for four months. Fourteen merchants in three categories were interviewed by the evaluation contractor:

- o 5 new businesses that joined the program after the switch to paid participation
- o 5 businesses continuing in the program after the switch
- o 4 businesses that dropped out of the program after the switch

The five new businesses gave varying reasons for joining the program but all mentioned "the good selling job" done by the Account Executive (a new position added to the MRP in May 1983 to sell advertising space in the discount booklet). Other reasons mentioned included:

- o Store location near a bus route with high ridership: Opportunity to reach that market
- o Owner had previously worked for another store where MRP advertising proved successful
- o Opportunity to reach new market



# Comments From Business

**J.C. PENNEY**—Spokane's downtown J.C. Penney store has been a Mid-day Rider business since the program's first month of operation in August of 1981. According to general merchandise manager Mike Watson, Penney's uses the bus program as a traffic builder and also as a way to test customer response.

Watson says, "If you use the right item at the right price, the public responds really well. We've seen good response in our restaurant and one month we sold 12 dinette sets that weren't advertised anywhere else and required a large number of Mid-day Rider tickets."

He also has advice for businesses that are using the Mid-day Rider program for the first time, "Expect more people and get prepared for increased business. Have your inventory ready because you want to take care of your new customers."

**JUNE'S ELECTROLYSIS**—When a visitor talks about the Mid-day Rider Program, June Mastne of June's Electrolysis opens her appointment book and points to the names with red stars. She says the Mid-day Rider Program brought her 38 brand new customers in just one month and has really helped "turn my business around".

Located on the sixth floor of the Peyton Building, Ms. Mastne practices the 100-year old craft of electrolysis, the permanent removal of unwanted hair. Her customers include both men and women and range from college students to body builders who want every hair removed from their arms, legs, and chest. June says there are 800 to 1,000 hairs per inch on the average person

**KIT'S CAMERAS**—Kit's Cameras, Inc. in Franklin Park Mall notes the Mid-day Rider Program is bringing their store new customers who are 'getting into' 35 millimeter photography. Kit's Manager, B.J. Neumann, says, "I talk to customers about Mid-day Rider Plus. We discuss the various items in the discount list and when I used the Mid-day Rider logo in my newspaper ads I got several phone calls."

Ms. Neumann says her Mid-day Rider specials are popular traffic builders like film processing and printing. "I think the Mid-day Rider Program is a great idea and I hope it continues," she adds. "It's convenient to hop on the bus, go downtown or to a shopping mall, and then get a discount at one of your favorite stores."

**STRAW HAT PIZZA**—Gary Clarke, owner of Straw Hat Pizza on North Division and in the Valley across from University City, is pleased with the results he's seeing from Mid-day Rider Plus.

"In the pizza business you're constantly working to get new customers for your lunches," Clarke notes. "We're seeing about four to six new customers a day with this program; it really works well."

The Spokane businessman also believes the Mid-day Rider Program is well-organized. He says, "The staff helps take care of the ads. They save me a lot of time and effort and that's important for any business."

Clarke says Mid-day Rider discounts work best when "you offer something that is an exceptional value. You have to get their attention to get the customers to come in!"



Mike Watson,  
J.C. Penney

June Mastne,  
June's Electrolysis

B.J. Neumann,  
Kit's Cameras

Gary Clarke,  
Straw Hat Pizza

FIGURE 6-3. COMMENTS FROM BUSINESS

The five businesses continuing in the program and paying for the advertising they had previously received free, were pleased with the results of the MRP and believed it was a cost-effective method of advertising. As an example, the manager of one business said as a result of MRP advertising they served 4-6 customers a month each of whom made a purchase averaging \$130-140. As the advertising cost to the business was only \$25 a month (old rates, see section 7.2) the owner saw this as a very cost-effective form of advertising. The owner of a candy store said advertising in the MRP provided the store with exposure. "Even if they don't want to save money, they know we're a business here in Spokane. I don't base success of the advertising on how many tickets are cashed in."

The four businesses that had dropped out of the program had done so either because they could not afford to pay for advertising or because they did not believe the MRP advertising generated sufficient business to justify the cost.

Table 6-9 presents further detail on the perceptions of the 12 merchants interviewed.

#### 6.2.5 Final Merchant Interviews

During July 1984 a member of the Bus Plus staff interviewed 42 merchants who had participated in the program and were aware the program was to close at the end of the month. Much of their response to the questions posed during these interviews duplicates the information already presented in this section. Their response to four questions is reported below.

1. Do you feel this medium (i.e., advertising in the Discount Booklet) is cost effective?

20 - No (4 added, "Not when the advertising rates went up.")  
17 - Yes  
5 - Mixed/no answer



TABLE 6-9

## THIRD-YEAR MERCHANT INTERVIEWS

<u>Business</u>	<u>Effect on Street Traffic, Sales</u>	<u>Marketing</u>	<u>Administration</u>	<u>General Comments</u>
<u>New to Program</u>				
Casa Blanca, restaurant	Can't say whether sales increased or produced new customers; believes MRP customers make allied purchases	MRP constitutes 1% of marketing budget		Sees participation in MRP as public spirited venture
Andaddy's, restaurant	Disappointed with results; believe most came for special and that little allied sales are generated	MRP about 50% of marketing budget; has also used TV, local shopper's newspaper and in-house promotion	No problems with ticket collection; MRP staff is wonderful, "persuasive without being pushy"	Marketing to all riders would make program more useful
Domino's Pizza	Increased sales at one outlet; unable to estimate the percent	MRP about 10-20% of budget depending on outlet; also use radio, some TV	Staff very organized; no problems with tickets	MRP program a profitable marketing tool. Sees correlation between location of store on bus route and MRP participation; plan to continue
Frankie Doodle's restaurant	Response greater than expected; believes mostly new customers. Definite impact on sales, cannot give percentage	MRP about 15% of budget; also advertise in newspaper, through fliers, occasionally on radio	Staff very helpful; no problems or misunderstandings	Happy with program, believe reaching a market not available through other advertising media. Will continue to evaluate returns on dollar, renew contract based on this evaluation
Bread Board, restaurant	Ticket offer definitely brought in new customers unable to assess impact on sales	No other marketing program at this time	Always out of discount booklets, otherwise everything is OK	Pleased and plans to continue



TABLE 6-9. (continued)

<u>Business</u>	<u>Effect on Street Traffic, Sales</u>	<u>Marketing</u>	<u>Administration</u>	<u>General Comments</u>
<u>Continuing in Program</u>				
Riverfront Park, recreation	Ticket program has increased walk-in traffic	MRP budget less than 5% of total advertising budget; also uses TV, radio, newspapers, billboards, posters, insert in utility bills	MRP staff need to service clients more, particularly since participation is paid for by client	Does not want MRP to become like other coupon promotions; program has brought new people to the park; marketing to all commuters is a good idea
June's Electrolysis	Program has doubled business; many new customers coming for repeat visits	Occasionally advertises in newspaper. No other advertising since joining the MRP	Keeping track of tickets is no problem, everything fine	Business is a one-person operation with low profit margin so owner worries about MRP rates increasing. Will stay in program unless rates increase beyond her ability to pay. Very pleased with her participation
Washington Photo	Believes sales have increased; specials offered through MRP have been successful	MRP less than 10% of total advertising budget; also uses newspaper, periodically uses radio and TV	No problems	Pleased with the return on dollar invested. Likes idea of expanding program to all riders
Boehm's Candy Kitchen	Fluctuation in store traffic depending on special offered	No other advertising; MRP ad provides store with exposure	Very professional; ticket approach does not reduce quality of store as do many discount coupon promotions	First reaction to paid advertising, "Why should I?" But appreciative of what has gotten out of program. Feels good when a little old lady cashes in a ticket - "For those people who do ride the bus, a discount of \$1 or 50¢ means something."

TABLE 6-9. (continued)

<u>Business</u>	<u>Effect on Street Traffic, Sales</u>	<u>Marketing</u>	<u>Administration</u>	<u>General Comments</u>
Spectrum Optical	MRP ad has brought new customers, all of whom have purchased glasses	MRP about 40% of total marketing budget; also uses newspaper, radio, little TV	No problems; takes about 5 minutes a month	MRP a good program compared to many coupon promotions; likes idea it is also civic program and benefits community. Will remain in program as long as brings in customers
<u>Dropped out of Program (assessment of program based on period during which business was a participant in MRP)</u>				
Golden Image salon	Very limited; store caters to professional women who do not ride bus during mid-day	MRP only a small portion of advertising budget; also ads in Sunday paper, magazines	MRP staff are excellent, efficient and charming	Need right kind of business for MRP ads to work. If program moves to include all bus riders, may consider rejoining
Walls and Halls, cards and gifts	Minimal effect; people came on one-time basis; did not generate allied sales	Advertised with MRP because it was free, has no advertising budget. If had \$ to spend, does not believe MRP program most effective method	Staff excellent and friendly	MRP too limited in its market; would help to expand to all riders
Big Franks, small, fast food outlet	MRP did not generate new customers; ticket traffic only 4-5/month	No paid advertising; do some coupon promotion	Staff went to extra lengths to make us satisfied	Paying for ad would not generate sufficient business to justify its cost. Would possibly reenter program if marketed to commuters
Buckaroo Bagels	No noticeable effect on sales	Has done newspaper advertising. Currently using only fliers and coupons given to customers at time of purchase	No problems, well run program	Decision to leave program strictly an economic one. Believes confining program to mid-day a mistake; If expanded to all riders, would reconsider participation

2. Do you think the promotion and marketing of the Mid-day Rider/Bus Plus was effective?
  - 22 - Yes
  - 12 - Don't know, other comment
  - 8 - No
3. Would you be interested in co-promoting with transit in the future?
  - 17 - Yes (4 indicated promotion would have to be free)
  - 14 - Depends (on type of promotion, circumstances at time, etc.)
  - 11 - No
4. What is your reaction to the closing of this program?
  - 21 - No reaction
  - 9 - Sorry it ended (really going to miss it, hate to see it end, older people will miss it, etc.)
  - 2 - Surprised
  - 2 - Want more explanation
  - 8 - Other/no answer

#### 6.2.6 Dollars Spent on MRP Goods and Services

Figure 6-4 shows the total amount of dollars spent by quarter on discounted goods and services offered by participating merchants.

The biggest quarter by dollar value occurred in Oct.-Dec. 1981 with over half of the sales (\$51,483) occurring during December, presumably due to Christmas purchases. In 1982 and 1983 the Christmas season did not produce a similar increase in sales.

Expansion of the program beyond the downtown to include other shopping areas (April 1982) and expansion of program hours to include evenings and Sundays (mid-June 1982) had no effect on total purchases. However, the first quarter of 1984, when tickets became available to all riders during all hours of transit service, did have an effect with spending increasing 37% over the previous seven-quarter average of \$40,421.



Because there was not a similar increase in ticket redemption,\* the discounted items offered by merchants in January-March 1984 must have had a higher dollar value than those offered in the previous 21-month period. This conclusion is corroborated by Table 6-10 which shows the dollars spent per ticket redeemed over the project's history.

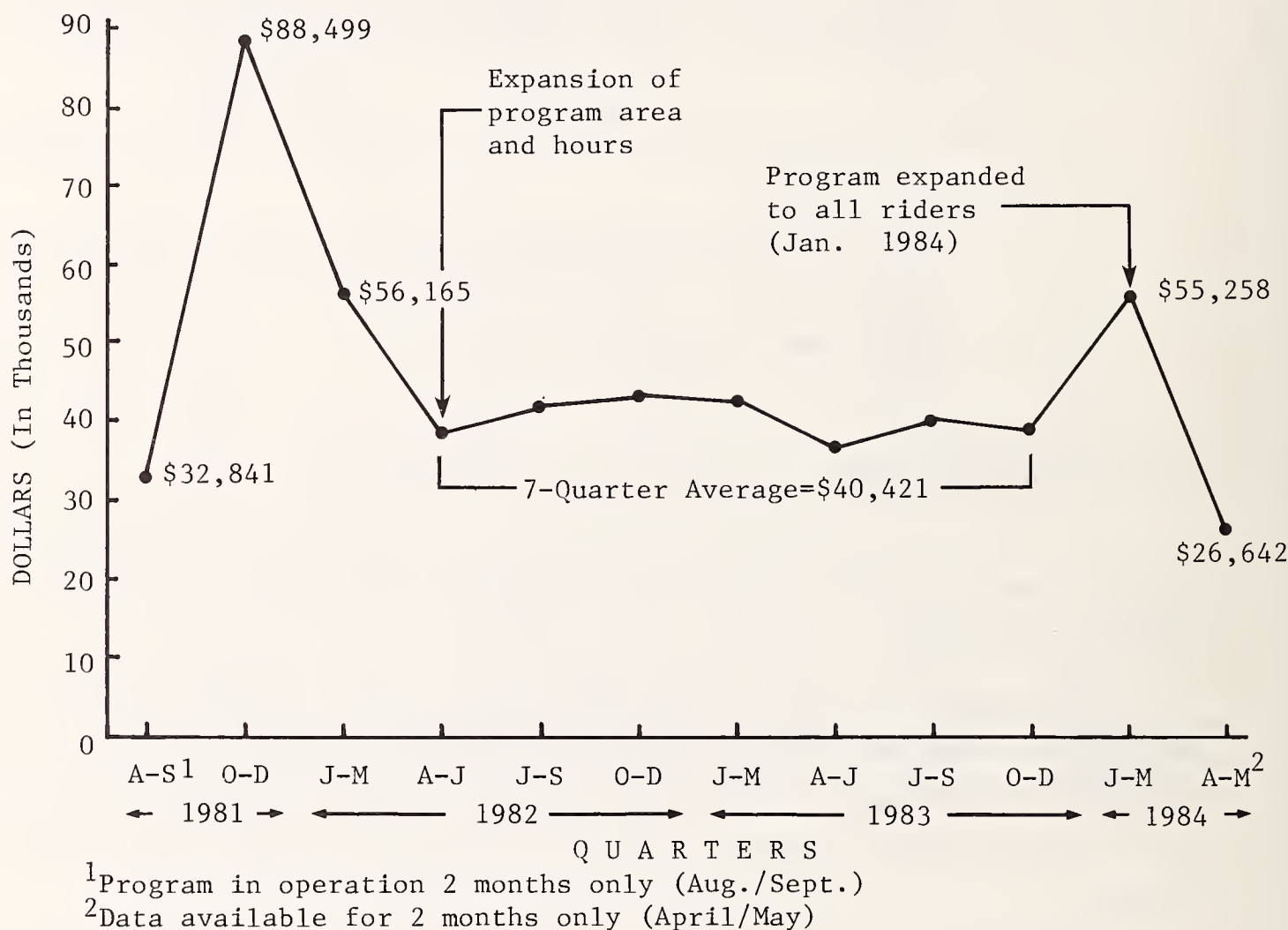


FIGURE 6-4. DOLLARS SPENT ON MRP DISCOUNTED GOODS AND SERVICES

\*There was an increase in ticket redemption in the first quarter of 1984 compared to the previous quarter, but not compared to the past seven quarters (see section 6.5 and Figure 6-6).

TABLE 6-10  
DOLLARS SPENT PER TICKET REDEEMED

		<u>Discount \$ Spent</u>	<u>Tickets Redeemed</u>	<u>\$ Spent/ Ticket</u>
1981	Aug-Sept*	\$32,841	19,504	\$1.68
	Oct-Dec	88,499	22,447	3.94
1982	Jan-Mar	56,165	29,138	1.93
	Apr-June	38,981	26,206	1.49
	July-Sept	42,062	27,157	1.55
	Oct-Dec	43,310	25,000	1.73
1983	Jan-Mar	43,130	27,563**	1.56
	Apr-Jun	36,699	20,767	1.77
	July-Sept	40,338	24,636	1.64
	Oct-Dec	38,430	16,915	2.27
1984	Jan-Mar	55,258	23,202	2.38
	Apr-May*	26,642	11,222	2.37

\*Data for two months only.

\*\*Excluding auction tickets.

We can offer no clear explanation as to why these dollar values fluctuate. The dollars spent per ticket redeemed rose considerably in the last quarter of 1981 and 1983. This was probably due to more expensive items offered during the Christmas shopping period; however, there was not a corresponding rise in the last quarter of 1982. The dollars spent per ticket in the first quarter of 1982 (\$2.38) was 42% higher than the previous seven-quarter average of \$1.68; however, the increase over the previous quarter's average of \$2.27 is only 5%, so that the rise is not as dramatic as that indicated by Figure 6-4.

### 6.3 GENERAL AWARENESS

An opportunity to assess community awareness of the MRP arose when STA invited the MRP to include two questions in a

\*Data for two months only.

marketing study conducted in March 1982, seven months after the start of the program. Of the 1,205 Spokane households contacted in the telephone survey, half (49.5%) said they were aware of the MRP and 6.7% said they had exchanged a ticket, that is, had actually participated in the program.

A second but considerably smaller survey of the general public was conducted a year later in March 1983.\* Seven in ten respondents reported awareness of the MRP with women statistically more likely to be aware of it than men ( $t=1.84$ ). Eleven percent (11%) of the total sample (16% of those aware of the program) had actually used the program. Table 6-11 shows awareness levels by three demographic categories.

TABLE 6-11  
AWARENESS OF MRP

	<u>n</u>	<u>% Aware of Program</u>	<u>% Used Program</u>
All respondents	125	70	11
Sex			
Male	62	63	5
Female	63	78	17
Age			
18-35	52	75	8
36-55	38	66	11
56 and over	33	67	9
Income			
Under \$15,000	30	83	17
\$15,000-\$35,000	56	75	5
Over \$35,000	20	69	10

As would be expected, awareness of the program among mid-day riders, the group the program was intended to serve, was

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\*The poll, conducted by Market Trends Research Company, consisted of 125 telephone interviews with heads of households in Spokane County. Men and women each represented 50% of the sample. Respondents were selected at random using the random digit dialing method.



extremely high: 93.7% of respondents to the mail-back survey\* indicated they had heard about the MRP. The discount special list which is placed on all the buses and at participating stores was the MRP information source mentioned most frequently followed by news stories and information provided by the bus drivers. The various responses to this question are shown in Table 6-12.

TABLE 6-12  
SOURCE OF INFORMATION ON MID-DAY RIDER PROGRAM

	<u>% of Respondents*</u> n=458	<u>% of Responses**</u> n=838
Discount list	60.5	33.1
News story	25.5	14.0
Bus driver	24.7	13.5
Friend	18.1	9.9
Newspaper advertisement	12.0	6.6
Radio advertisement	8.3	4.5
Store display	8.3	4.5
Special event	7.0	3.8
Billboard	5.5	3.0
Not sure/other	13.1	7.2

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\*The 458 persons who answered this question.

\*\*The 458 respondents to this question checked a total of 838 categories as the question allowed for multiple answers.

#### 6.4 THE MID-DAY PLUS RIDER

When the MRP expanded its hours in June 1982 to include evenings and weekends, it became known as the Mid-day Rider Plus. The program operated during these hours for 1-1/2 years until it became the Bus Plus in January 1984. Unless noted

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\*Mid-day riders who were surveyed before the MRP began and re-contacted by mail in May and October 1982.

otherwise, the survey data presented in this section are based on the responses of passengers who were surveyed during the Mid-day Rider Plus period of operation in September 1983.\* All the data in this section have been weighted (see discussion in Appendix C) except the data presented in sections 6.4.2 and 6.4.3 which pertain to trips rather than persons.

#### 6.4.1 Demographic Profile

Table 6-13 presents a demographic profile of Mid-day Plus passengers, those who rode the bus during the time the ticket incentive program was in operation.\*\* For comparison purposes, demographic information on all STA riders is also presented in Table 6-13.

The table shows the typical Mid-day Plus rider was a relatively young (under 35) female with a household income of under \$10,000 per year. She used the bus for a variety of trip purposes with shopping heading the list. On the average she made two trips a week by bus and was a long time rider of the system.

Compared to all STA riders, the Mid-day Plus rider was less apt to use the bus for getting to work and had a lower household income, but was similar with respect to age and sex.

#### 6.4.2 Who Takes Tickets

The data presented in Tables 6-14 and 6-15 are derived from answers passengers gave to the question, "Did you take a Mid-day Rider ticket when you got on the bus for this trip?", and if not, "Why not?" We have not weighted the data from these questions because the answers pertain only to the passenger's behavior on the surveyed trip, not his general behavior; that is, we cannot assume that because a passenger took a ticket on the surveyed trip, he or she always or usually did so.

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\*Further details on the conduct of this system-wide, on-board survey are presented in Appendix C.

\*\*Monday through Saturday 9:15 AM to 2:00 PM and 5:45 PM to midnight, and all day on Sunday.

TABLE 6-13  
DEMOGRAPHIC PROFILES OF MID-DAY PLUS RIDERS/ALL STA RIDERS

	<u>Mid-Day Plus</u>	<u>All STA*</u>	
Sex: (n=1915)			
% Female	64.5%		66%
Age Group: (n = 1891)			
18 or under	19.8		18
19-24	26.7	} 64.6	65
25-34	17.7		
35-49	11.1		
50-64	9.1		
65 and over	15.6		17
Employment: (n=1899)			
Employed	28.5		
Between jobs	6.0		
Student	35.9		
Homemaker	11.5		
Retired	16.6		
Other	1.5		
Income: (n=1662)			
Less than \$10,000	52.6	} 37.2	36
\$10,000 - \$15,000	15.7		56
\$15,001 - \$20,000	8.5		
\$20,001 - \$25,000	6.6		
\$20,001 - \$30,000	6.4		8
Over \$30,000	10.2		
When began to ride bus: (n=1910)			
Before program (8/81)	72.2		
After program	27.8		
Trip purpose:** (n=1914)			
Multiple answers allowed)			
Work	40.3	18.1	37
School	25.9	12.1	21
Errands	31.3	14.6	NA
Recreation/Visit	4.7	18.9	NA
Shopping	51.4	24.0	12
Medical/dental	42.9	11.6	NA
Personal business			9
Other			21

\*This information was collected by STA March 6-10, 1982. The survey questionnaires were distributed to all transit patrons.

\*\*The "HOME" designation was removed from the STA calculation. Persons saying they were going to or from home comprised 52% of the sample.



TABLE 6-14  
WHO TAKES TICKETS?  
Profile of Ticket Takers on Surveyed Trip

	<u>Took Ticket On Surveyed Trip</u>		<u>Did Not Take Ticket</u>		<u>t value</u>
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>	
% of all persons surveyed	604	21.6	2189	78.4%	
By how often usually take ticket*					
At least every other time	595	81.0	2155	24.3	25.42
Rarely or never		19.0		75.7	
By times exchanged ticket last month					
At least once	588	61.6	2055	20.7	19.12
No times last month		25.5		19.1	3.39
Never		12.9		60.2	20.23
By when started to ride bus	544		1974		
Before program started (8/81)		78.7		68.4	4.67
After program started		21.3		31.6	4.67
By sex: % female	555	65.6	2038	63.4	0.96
By age:	536		1998		
Under 24		36.2		50.2	5.76
25-64		43.4		39.2	1.76
65 and over		20.3		10.7	5.92
By employment:	545		1989		
Employed/between jobs		35.7		38.0	0.98
Student		23.1		37.7	6.35
Homemaker		16.3		10.7	3.58
Retired		22.4		11.6	6.45
By income:	454		1681		
Under \$10,000		64.8		52.7	4.60
\$10,000 - \$20,000		22.2		25.4	1.40
Over \$20,000		12.9		21.9	4.26
By time of day surveyed:	604		2189		
Midday (Wed, Thurs, Sat)		57.4		51.5	2.57
Evening (Wed, Thurs, Sat)		24.2		31.8	3.60
Sunday (all day)		18.4		16.7	0.98

\* Read as follows: of the persons who said they took a ticket on the surveyed trip, 81% also say they take a ticket at least every other time they get on the bus and 19% say they rarely or never do. Of those who said they did not take a ticket on the surveyed trip, 24% say they usually take a ticket, and 76% say they rarely or never do.

Twenty-two percent of the passengers surveyed said they took a ticket at the time they boarded the bus, and 78% said they did not. Table 6-14 compares these two groups of people in various categories.

As would be expected, persons who took a ticket on the surveyed trip were much more likely to be regular ticket takers and were also more likely to exchange their tickets for goods and services than were those who did not take a ticket. Ticket takers also tended to be older, were more likely to be home-makers or retired, and to have lower household incomes.

#### 6.4.3 Why People Do Not Take Tickets

The two main reasons people gave for not taking tickets were they didn't use them or they were not interested in the program. The third reason had to do with general misconceptions or lack of knowledge about the program. For example, they did not know what the program was, did not know how to use the tickets, thought one must buy the tickets, or did not realize they could take tickets during the evening hours. Table 6-15 summarizes these responses.

TABLE 6-15.  
REASONS FOR NOT TAKING TICKETS  
(%)

Don't use them	20.4
Not interested in program	17.9
Misconceptions about program	16.6
Forgot (on this trip)	15.3
Machine problems*	10.0
Didn't bother, in a hurry, not convenient to do so	5.9
Have sufficient tickets	5.7
Rarely ride the bus	3.8
Not riding during program hours**	2.6
Preoccupied	1.8

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\*Machine covered, broken or non-existent.

\*\*All persons were surveyed during hours program was in operation indicating this response was a misconception on the part of the rider.

#### 6.4.4 Regular Ticket Takers

Passengers were also asked how often they generally took tickets. Table 6-16 indicates that about two-fifths stated they took tickets on a regular basis, that is, at least every other time they boarded the bus.

TABLE 6-16  
HOW OFTEN DO YOU TAKE A TICKET?  
(%)

Almost every time I use the bus	21.3%
About every other time	17.6
Rarely	24.5
I never take a ticket	36.6

Table 6-17 presents information on two groups: those who took tickets on a regular basis (at least every other time) and those who rarely or never did. Analysis of these two subgroups indicates that persons who regularly took tickets were significantly more likely to:

- o be women ( $t = 5.95$ )
- o be 35 years of age or older ( $t = 7.75$ )
- o be homemakers or retired persons ( $t = 10.22$ )
- o have annual incomes under \$20,000 ( $t = 4.69$ )
- o have exchanged tickets ( $t = 27.06$ )

As regards bus use, these regular ticket takers were significantly more likely to be:

- o frequent riders who used the bus 5 or more times per week ( $t = 2.93$ )
- o persons who used the bus for other than work or school purposes ( $t = 3.77$ )
- o long term users, that is, persons who began riding the bus before the ticket incentive program began ( $t = 7.36$ )



TABLE 6-17  
PROFILE OF REGULAR VERSUS INFREQUENT AND NON-TICKET TAKERS

	Take every or every other time		Rarely or never take	
	<u>n</u>	<u>%</u>	<u>n</u>	<u>%</u>
% of all persons	791	40.5	1164	59.5
By times exchanged ticket last mo.:	749		1120	
at least once		61.7		7.1
no times last month		28.6		19.4
never		9.6		73.5
By when started to ride bus:	781		1181	
before program started (8/81)		80.9		66.5
after program started		19.1		33.5
By number of trips taken last week:	791		1147	
1-2		29.4		36.6
3-4		21.9		21.4
5-6		17.4		16.3
7 or more		31.2		25.6
By trip purpose*	779		1119	
work		42.5		45.0
school		24.3		29.8
errands		41.5		29.8
recreation/visit		44.0		41.2
shopping		66.1		43.7
medical/dental		35.7		21.4
By sex: % female	773	71.1	1122	59.3
By age:	761		1109	
Under 35		56.4		71.2
35 and over		43.6		28.8
By employment:	775		1105	
employed/between jobs		33.9		38.2
student		26.7		41.1
homemaker		16.4		8.1
retired		20.9		11.0
By income:	677		969	
under \$10,000		56.4		52.9
\$10,000 - \$20,000		27.8		22.7
over \$20,000		15.9		24.4

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\*Multiple answers allowed, thus column totals exceed 100%

#### 6.4.5 Ticket Exchangers

Table 6-18 shows that a little over half of survey respondents (52.1%) said they exchanged tickets and that 56% of this group said they exchanged a ticket for goods or services at least once during the past month.

TABLE 6-18  
WHO EXCHANGES TICKET?

<u>Times Tickets Exchanged Last Mo.</u>	<u>% of Respondents</u>	<u>% of Ticket Exchangers</u>
5 or more times	3.1	5.9
3 or 4 times	9.8	18.8
1 or 2 times	16.1	31.0
No times last month*	23.1	44.3
Never exchanged	47.9	

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\*Presumably this group had at some time exchanged tickets. However, it is possible that a portion of this group simply marked the first applicable answer but had actually never exchanged a ticket.

Eighty-five percent (84.5%) of persons who exchanged tickets did so most often at downtown stores, eight percent (8%) did so at shopping centers, and the rest exchanged tickets at neighborhood stores or other locations. Most people (85.3%) used the bus to get to the store where they exchanged tickets, and a small portion drove their car (8.3%), walked (6.0%), or used some other means (.4%). About one-fifth (19.2%) said they had exchanged tickets in a store where they had never been before. Of this group, almost four-fifths (77.8%) said they had made a return visit to that store when they did not have a ticket to exchange. When asked if they usually bought something else when they went into a store to turn in a ticket (that is, did they buy a non-ticket item), 12.6% said they generally did, 32.0% said they sometimes did, and 55.4% said they never did.

We compared respondents in three categories based on the frequency of their ticket exchange (those who exchanged tickets three or more times during the past month, those who did so one

or two times, and those who exchanged no tickets in the preceding month) and found few differences among these groups. All three primarily exchanged tickets at downtown stores and used the bus to get there. The frequent exchangers (three or more times last month) tended to be older, retired persons with lower incomes than the other two groups.

#### 6.4.6 Ticket Taking Patterns

Respondents to the mail-back survey who were contacted in May and October 1982 were asked how many Mid-day Rider tickets they had saved "right now." The mean response was 12.4 tickets with a fourth responding that they had no tickets saved and nine persons stating they had saved 100 or more. No clear pattern emerged as to how long tickets were held before they were redeemed for products or services as 53% of the respondents said the period of time they saved a ticket varied from month to month. Only 6% stated they redeemed tickets within a week.

A special offered by the MRP in August 1982 allowed the MRP manager to evaluate the ticket-taking patterns of eight mid-day riders.\* The MRP ran the following ad in the August Discount Special List:

"With 60 tickets, one free bus pass for month of September. Only 35 available."

The Discount Special Lists (changed monthly) were on all buses on Sunday, August 1, 1982. By 3:00 PM Monday, August 2, the first day of business following the publication of the ad, 39 passes had been distributed in response to the ad.

Of the 39 bundles of 60 tickets turned in to claim the bus passes, 8 bundles selected at random were traced by color\*\* and

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\*The material that follows was written by Ms. Colleen McCord, MRP manager at the time the bus pass special was offered.

\*\*Ticket color was changed each month.



the number printed on each ticket to determine the week it was dispensed.

Figure 6-5 illustrates the distribution of all the tickets in the 8 pass bundles combined by the month dispensed and shows that 46% of the tickets were six months old or more, and 28% were nine months old or more. Five out of the eight bundles had tickets saved from the first month of program operation (August 1981), and six out of the eight had tickets from August 1982 even though these tickets had to be turned in on the second day after the tickets became available.

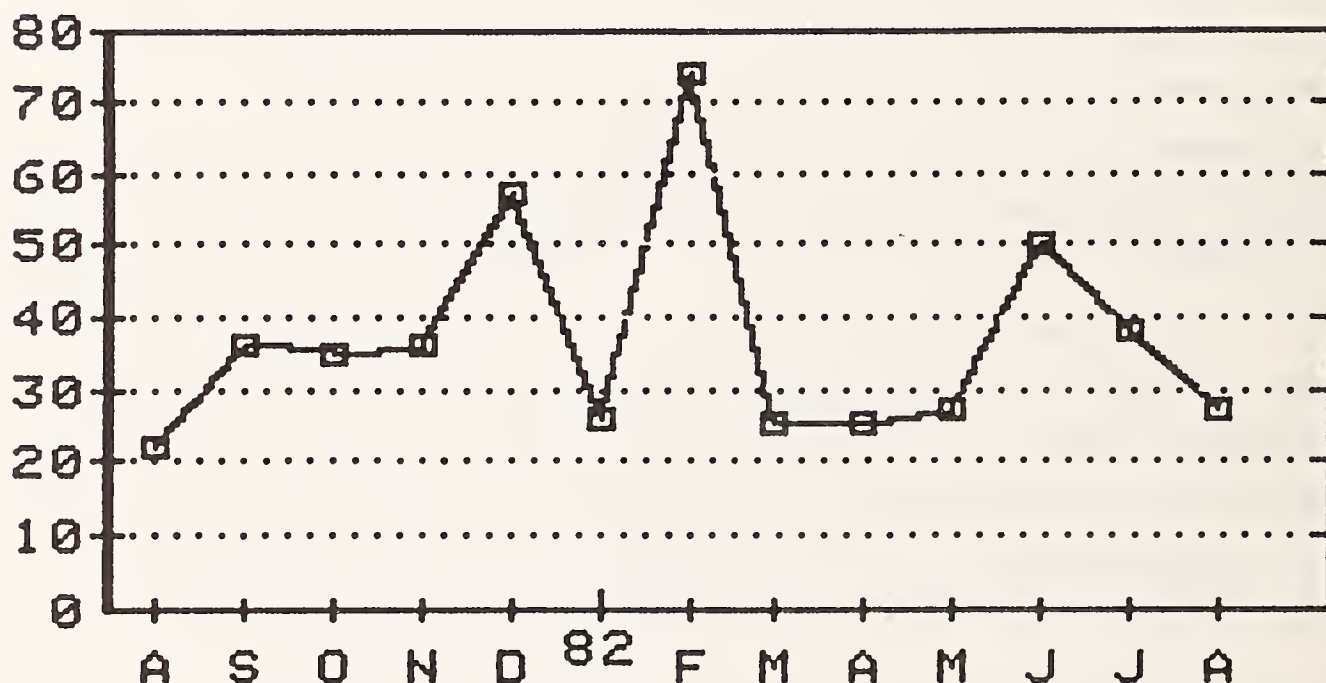


FIGURE 6-5. BUS PASS SPECIAL, NUMBER OF TICKETS REDEEMED IN AUGUST 1982 BY MONTH OF ISSUE

Another interesting aspect of the ticket bundles was that each bundle except one included consecutively numbered tickets although riders were asked to take only one ticket per bus ride from the ticket dispensing machines. Of course it is possible that two bus riders boarded at the same time, took consecutive tickets and pooled their tickets for the special. (However, the bus drivers reported many instances of bus riders taking more than one ticket at a time.)

One other event, the MRP auction held in March 1983\*, gave some insight into the extent to which mid-day riders were hanging on to their tickets. A total of 22,680 Mid-day Rider tickets (each with a bidding value of 50 ) were bid on various items that had been contributed by Spokane merchants.

## 6.5 TICKET TAKING AND EXCHANGE

Figure 6-6 shows the number of tickets dispensed and redeemed from the start of the program in August 1981 through March 1984. The tickets-dispensed count was not available for the last quarter of 1983 because the project monitor lost the records. As of January 1984 this count was no longer available because the tickets were no longer dispensed on a per trip basis by a machine. Instead they were included as part of the Discount Booklet (two pages of 12 tickets in each booklet) and there was no way to accurately count the number of tickets "taken" by the public.\*\*

The graph shows that, overall, the number of tickets exchanged for goods and services showed little fluctuation over the project's history. The average number of tickets exchanged per month was 7,922 or 23,766 per quarter. The redemption rate was 20% from August 1981 through September 1983, the period during which figures for both tickets dispensed and tickets redeemed are available.

The expansion of the program beyond the downtown (April 1982) which would, presumably, pull in a new group of ticket exchangers, did not affect the ticket redemption figures. The time expansion (mid-June 1982) resulted in more ticket-taking

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\*Described in section 4.5

\*\*Approximately 20,000 of the discount booklets were taken by the public each month, thus about 480,000 tickets were in circulation.

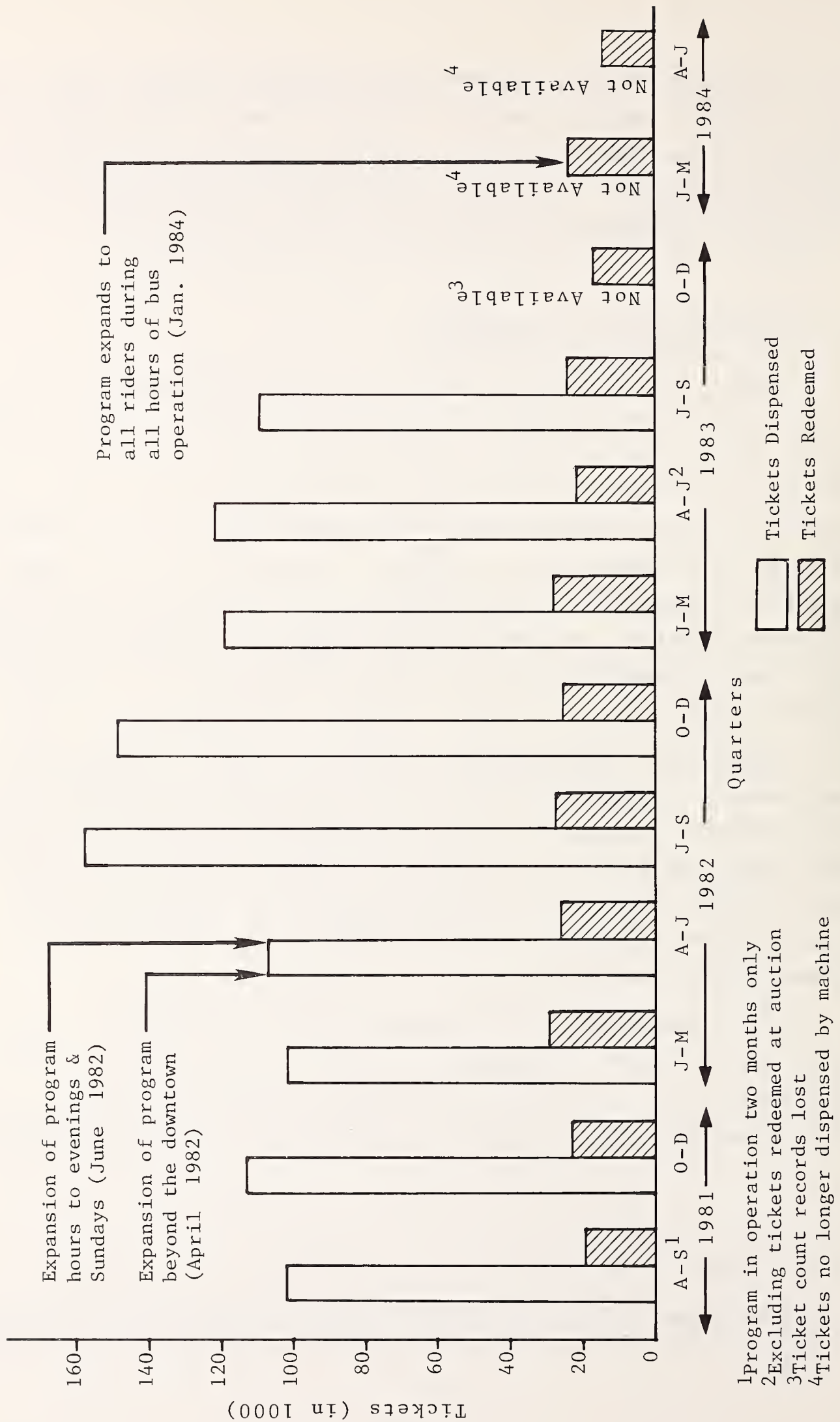


FIGURE 6-6. TICKETS DISPENSED AND REDEEMED OVER TIME



but did not affect ticket redemption. Similarly, expansion to the Bus Plus (Jan 1984) and the infusion of a new market of ticket users, namely, peak period riders, did not increase ticket redemption. The first quarter of the Bus Plus operation (Jan-Mar 1984) does show an increase compared to the previous quarter but not when compared to the same quarter in 1982 and 1983 or to overall redemption figures. The drop in ticket redemption in the last quarter (Apr-June 1984) undoubtedly reflects the drop in merchant participation: with fewer merchants in the program, there were fewer places for bus riders to exchange their tickets for goods or services. (See section 6.2.1 for a more detailed discussion of merchant participation over time.)

#### 6.5.1 Ticket Taking by Time Period

To determine the proportion of tickets dispensed by time period, the bus drivers were asked to dispense a single ticket from the machine when they removed its hood. (The ticket machines were covered during the morning and evening peak periods, 6-9:15 AM and 2-5:45 PM.) Drivers placed the tickets in a premarked envelope which was turned into the MRP office. Survey returns were a bit sketchy as not all drivers dispensed a ticket at the required time. However, we believe the aggregated results presented below in Table 6-19 give an accurate picture of the percentage of tickets dispensed within the three time periods tickets were available to passengers.

The table shows that almost three-fourths of the tickets were dispensed during the mid-day period; the remaining one-fourth was split evenly between the evening period (5:45 PM to midnight) and all day Sunday. Bus riders also appeared to take tickets more often on a weekday than on a Saturday.

TABLE 6-19  
TICKETS DISPENSED BY TIME PERIOD\*

<u>Survey Day</u>	<u>Mid-day</u>	<u>Evening</u>	<u>Sunday</u>
Weekdays**	4797	957	
Saturday	<u>472</u>	<u>35</u>	
Sunday			<u>604</u>
Total	5269	992	604
Percentage	76.8	14.5	8.8

\*During Mid-day Rider Plus period of operation.

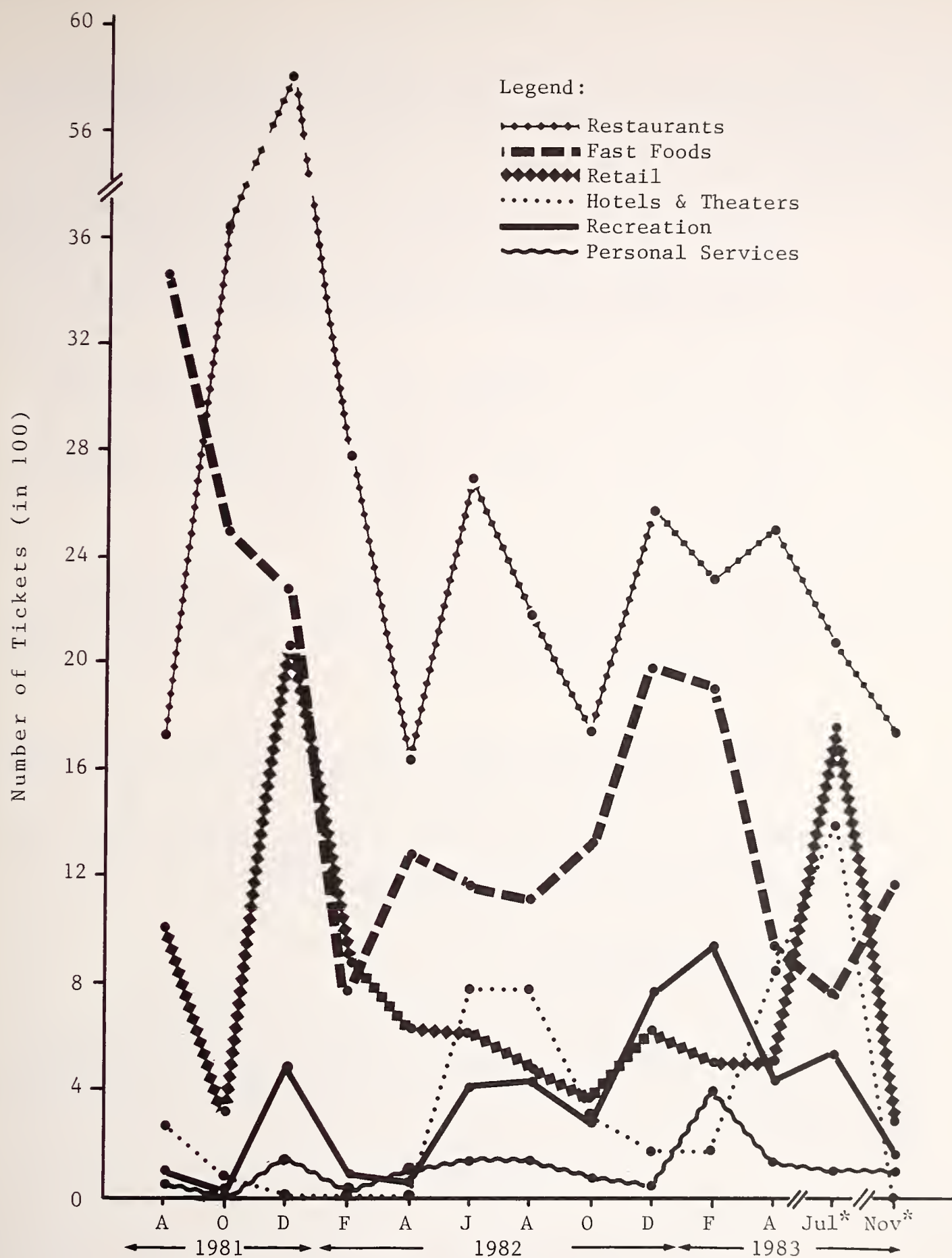
\*\*Weekday data were collected on Wednesday, Thursday and Friday. The weekday totals appearing in this table are the three day totals multiplied by 5/3.

#### 6.5.2 Tickets Redeemed by Type of Business

Figure 6-7 shows the number of tickets exchanged by type of business for selected months.\* In this figure the number of exchanges refers to the number of transactions by customers rather than the number of tickets involved in the transaction. For example, an offering requiring two tickets could have 200 people responding to the special (number of exchanges) and the store would collect 400 tickets. For the months presented in the graph, ticket exchanges totaled 75,280. The share of this total by type of business was as follows:

	<u>Percent</u>
Full service restaurant	45
Fast food restaurant	27
Retail stores (clothing, food, variety)	13
Hotels/theaters	6
Recreation	6
Personal services	2

\*Beginning in August 1981 (program start) figures are presented for every second month through April 1983. In May 1983, the program switched to a bi-monthly publication of the discount booklet and a corresponding bi-monthly recording of ticket redemption. The months of July/August and November/December were selected with the bi-monthly totals adjusted to a one-month count.



\*Figures adjusted to reflect ticket exchanges in July & November, 1983.

FIGURE 6-7. TICKET EXCHANGES BY TYPE OF BUSINESS



The following information is offered to give some idea of the reasons for the considerable monthly fluctuation of exchanges shown in Figure 6-7.

- o Restaurant peak in December 1981 - There was an exceptionally large number of exchanges, almost double that of other months, at the Trio restaurant. The December special did not differ from the Trio's offer in other months; the increase may have been due to Christmas shoppers.
- o Retail peak in December 1981 - Two large downtown department stores offered discounts on retail clothing/variety and drew 1,145 exchanges. The previous month shown (October) both stores offered a discount on restaurant items and were tallied in another category, i.e., restaurants.
- o Recreation peak in February 1983 - 721 of the exchanges were at the Video Hut; this number was almost 2/3 higher than the number of exchanges at Video Hut in the previous December (450) and the next April (442) although the offering in all three months was the same.
- o Personal services peak in February 1983 - 302 of the 404 exchanges were due to a one-time offer by the MRP of a free one-day bus pass (value 50 ) for 10 tickets.
- o Retail peak in July 1983 - 1589 of the 1765 exchanges were at 7-11 stores who participated in the program only from July through October 1983.

### 6.5.3 Savings to Consumers

Each month the MRP developed a record of Merchant Discounts which listed the specials offered by each merchant and the usual and discounted cost of the special. A sample is shown below.

#### MERCHANT DISCOUNTS

BUSINESS	SPECIAL	USUAL \$	DISC \$	# EXCH	OFFER \$	TOTAL \$
A T & T	\$10.00 OFF TELECOMMUN. EQUIPMNT	50.00	10.00			
A-1 OLD BOOK TRADER	10% OFF ANY PURCHASE OR TRADE	5.00	.50			
ANDADDY'S	FREE CUP SOUP W/SANDWICH PURCH	3.00	.95	102	209	306
BING'S HAIR FASHION	\$1.00 OFF HAIR CUT/STYLE/SHAMPO	8.00	1.00	2	14	16
BING'S HAIR FASHION	BARBER SERVICE FOR MEN \$3.75	5.00	1.25	5	19	25
BING'S HAIR FASHION	PERMANENT WAVE \$19.50	30.00	10.50	7	137	210
BOEHMS CANDIES	\$1.00 OFF ANY \$5.00 PURCH CHOCO	5.00	1.00	10	40	50
BOOK & GAME COMPANY	10% OFF CASH PURCHASES	7.00	.70	20	126	140
BREAD BOARD	COFFEE OR TEA FREE WITH MEAL	3.50	.40	181	561	634

Based on the information provided in the Merchant Discount list and additional information on the number of tickets required for each exchange\*, Table 6-20 shows the average savings per exchange and per ticket for shoppers who took advantage of the MRP specials.

Shoppers exchanging Mid-day Rider tickets realized their greatest savings during the first five months of the program. Average savings per ticket exchanged in the program's third year (\$.88) were up 42% over the second year's average of \$.62. The average overall savings per ticket exchanged for the entire period of the demonstration (through May 1984) was \$.83, well over the per trip cost to ride the bus. (Adult and student fares are \$.50; elderly and handicapped fares are \$.25.) However, the reader must consider that only one in five tickets was redeemed and the tickets may have induced riders to purchase goods and services they would not have purchased otherwise.

#### 6.6 TRANSIT ATTITUDES AND SHOPPING PATTERNS

The predemonstration, on-board survey asked respondents a series of questions about transit attitudes and shopping patterns. A portion of these respondents later completed a mail-back survey, once the MRP had been in operation for some months, that included questions identical to those posed in the predemonstration survey. The mail survey was conducted in two phases during May and October 1982. The purpose of these questions was to compare to what extent the respondents had changed their attitudes or shopping patterns once the ticket incentive program had been introduced.

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\*An exchange may require from 1 to 10 tickets; most specials offered by merchants required 1 or 2 tickets.

TABLE 6-20

AVERAGE SAVINGS TO CONSUMERS USING  
MID-DAY RIDER TICKETS

<u>Period</u>	<u>\$s Spent if No Discount</u>	<u>\$s Spent w/Discount</u>	<u>Savings to Consumers</u>	<u>Number of Exchanges</u>	<u>Savings/ Tickets</u>	<u>Number of Tickets</u>	<u>Savings/ Ticket</u>
Aug 1981-Dec 1981	\$187,008	\$121,340	\$65,668	32,428	\$2.03	41,951	\$1.57
Jan 1982-July 1982	154,790	111,711	43,079	33,053	1.30	65,911	.65
Aug 1981-July 1982 (first year)	341,798	233,051	108,747	65,481	1.66	107,862	1.01
Aug 1982-July 1983 (second year)	223,630	162,629	61,001	62,516	.98	99,102	.62
Aug 1983-May 1984 (third year)*	205,297	146,676	58,621	44,813	1.31	66,794	.88
Aug 1981-May 1984 (entire program)	770,725	542,355	228,370	172,810	1.32	273,757	.83

\*Data were not available for the last two months of the program.



### 6.6.1 Transit Attitudes

Survey respondents could indicate their agreement or disagreement with five statements regarding bus travel on a scale of one to six with one denoting strong agreement and six denoting strong disagreement. Table 6-21 shows the combined percentage of persons who said they agreed or strongly agreed or who said they disagreed or strongly disagreed with the statements. The last column (Mail Survey) shows the aggregated response of both the May and October respondents as there was little difference in the answers of these two groups.

TABLE 6-21  
TRANSIT ATTITUDES

	<u>Agree/Dis-</u> <u>agree with</u>	<u>Predemon-</u> <u>stration</u>	<u>Mail</u> <u>Survey*</u>
1. STS buses go to all the right places for my shopping needs	Agree	77%	86%
2. Carrying packages on the bus is a serious problem for me	Disagree	48	52
3. STS buses operate on time	Agree	85	86
4. STS buses don't come often enough in the middle of the day (9:15 AM to 2:00 PM)	Disagree	65	65
5. Getting downtown by bus is convenient for me,**	Agree	90	
is inconvenient for me**	Disagree		82

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\*Aggregated response of May and October survey respondents.

\*\*Statement phrased differently on predemonstration and mail surveys.

Only one of the five statements (#1) showed a significant change in a positive direction; however, even this change was small. Between May and October there was a 10% change in a positive direction in answer to the first statement: 91% of the October survey respondents agreed or strongly agreed with the statement compared to 81% for the May group. This positive change was probably attributable to the increase in service

(20 new buses, four new routes added between April and June 1981). The only negative change was in response to the last statement regarding convenience of downtown bus service. However, because the predemonstration and mail survey questionnaires phrased this statement differently, the answers are not fully comparable.

#### 6.6.2 Shopping Patterns

Mail survey respondents reported fewer trips to major shopping centers outside downtown than they did in the predemonstration survey (1.19 trips/person/week versus 1.44) but more trips downtown to shop (1.50 trips/person/week versus 1.39). The majority both times reported they shop for groceries or other items on "no particular day." The favorite shopping period for a third of both respondent groups was 9:15 AM to 12 noon; about a fourth responded "no time in particular" both times.

There was little change between predemonstration and mail-back responses regarding source of sales information, degree of coupon use and inclination to buy during special sales. In both surveys, respondents found it easy to get downtown, believed there was a good variety of downtown stores and found it convenient to combine shopping and other activities. Their responses are summarized in Table 6-22.

TABLE 6-22  
SHOPPING HABITS AND ATTITUDES

	<u>Predemonstration Survey</u>	<u>Mail Survey</u>
Cite newspaper as chief source of sales information	86%	89%
Use coupons frequently	43	48
Buy at special sales frequently	54	57
Agree strongly or agree it is easy to get downtown	93	93
Disagree strongly or disagree variety of downtown stores is poor	75	69
Agree strongly or agree combining shopping/other activities is convenient	84	84

## 7. PROJECT ECONOMICS

### 7.1 PROJECT FUNDING AND EXPENDITURES

In May 1980 the City of Spokane was awarded a two-year grant to test the ticket incentive program. The award was for the full amount requested, \$380,817. In October 1982 an additional grant of \$170,159 was awarded to extend the demonstration for 10 months (through August 1983) bringing the total grant to \$550,976. The extension was primarily to allow a shift of the program to the private sector.

Table 7-1 shows the amounts budgeted by category for the two grants, and expenditures by category over 48 months (12 months of planning, 36 months of operation). Data collection is shown separately from the rest of the budget items, as these costs would not be incurred in running a similar program where no evaluation was to be performed.

The table shows that the amount budgeted and spent in five categories--personnel, travel, equipment, office supplies and overhead--match quite closely. The amount spent on marketing considerably exceeded what was originally budgeted for this task. Extra marketing dollars were derived primarily from the contingency fund, lesser amounts from the overhead and data collection funds.

### 7.2 TRANSFER FROM PUBLIC TO PRIVATE CONTROL

After the MRP had been in operation for about six months, STA began to consider how it might be possible to continue the ticket incentive program once the demonstration funds were exhausted. Because STA would be unable to incorporate the program costs in its budget, the program would eventually have to pay for itself or be discontinued. The obvious source of income was the merchants who were receiving free advertising



TABLE 7-1

## PROGRAM BUDGET AND EXPENDITURES

	Budget	%	Planning Phase		Year 1		Year 2		Year 3		Total	%
			Aug 80-Jul 81		Aug 81-Jul 82		Aug 82-Jul 83		Aug 83-Jul 84			
Personnel	\$150,000	30	\$ 35,430		\$ 43,730		\$ 41,730		\$ 38,910		\$159,800	31
Travel	9,660	2	1,550		820		2,720		1,190		6,280	1
Equipment	74,810	15	14,220		51,640		10,230		610		76,700	15
Office Supplies <sup>1</sup>	26,080	5	2,270		9,060		10,300		10,430		32,060	6
Contingencies	34,050	7	0		9		0		0		0	-
Marketing	161,340	32	27,950		50,710		65,860		68,750		213,270	41
Overhead <sup>2</sup>	47,330	9	5,890		12,300		8,310		5,960		32,460	6
Total	503,270	100	87,310		168,260		139,150		125,850		520,570	100
Cumulative Total			87,310		255,570		394,720		520,570			
Data Collection <sup>3</sup>	47,710		8,580		7,980		6,970		3,240		26,770	
Total including data collection	550,980										547,340	

<sup>1</sup>Includes office rent and telephone costs<sup>2</sup>Employee benefits<sup>3</sup>Does not include amounts spent by the evaluation contractor in designing and evaluating data collections.

space each month in the Discount Booklet. Could merchants be persuaded to pay for this space in the same way they pay for other advertising space? And, if so, would the funds generated be sufficient to cover all or only a portion of program costs?

In September 1982, Washington Transit Advertising Company, the firm considering take-over of the program,\* conducted a survey of 150 businesses that had participated in the MRP since the program began. Respondents were asked if they would be willing to pay a monthly charge to continue in the program. Results were sparse (only 44 businesses responded) and mixed: most were pleased with results of the program but were unwilling to pay the suggested \$75 per month to be included in the Discount Special List. These results, though inconclusive, led WTA to be hesitant about its decision to take over the MRP.

STA proposed several possibilities which would significantly lower WTA's risk in this venture: printing the monthly discount list on a bi-monthly or quarterly basis, transferring program operations to the local WTA office, thereby lowering overhead expense, and continued use of grant funds to pay for other expenses through 1983. This scheme would give WTA a full year to sell the idea of paid program participation and to test whether the program could be self supporting.

In November, WTA declared its intent to take over management of the MRP. The MRP manager prepared four budget variations to illustrate some possibilities of transferring the program to the private sector. They ranged from a budget recovering all operating expenses to one recovering cost of printing the discount booklet only, the first goal of the move to private support.

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\*WTA has a contract with STA to provide all advertising "On or about the bus" and thus was the firm with right of first refusal in this new business opportunity.

STA transferred operation of the program to WTA in February 1983.\* During the transition period, that is, during the period when federal funds would continue to pay for a portion of program costs, there would be a three-way division of responsibilities between STA, WTA and the MRP office. The distribution of responsibilities is shown in Figure 7-1.

WTA hired a new account executive to be in charge of selling the program to new businesses and securing the paid participation of the merchants who were already in the program. To cut down on program costs, WTA decided to move from monthly to bi-monthly printing of the discount booklet. The first bi-monthly printing would be in May/June, when merchants would be required to pay for their advertising. The advertising rates developed by WTA are shown in Figure 7-2. The figure shows two sets of rates, those developed in February which were in effect May through August 1983, and rates developed in August which were in effect November 1983 through July 1984.

During the first year of paid merchant participation (May 1983-April 1984), 87 merchants purchased advertising space in the Discount Booklet.\*\* All but 13 of these signed contracts at the lower rate (the February schedule, see Figure 7-2). These contracts produced revenues of \$21,969 for the first year, an average of \$1,831 a month. During this same period an average of 52 merchants participated each month for an average cost per merchant per month of \$35.20.

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\*As noted in section 3.4, STA maintained close supervision of the program through approval of all financial statements and reimbursements and continual review of the program to assure its adherence to demonstration goals.

\*\*This figure represents the number of signed contracts. The actual number of merchants with ad space in the booklet is somewhat higher. For example, an ad agency could sign a single contract for a full page and divide it between two clients.



## Overview of Distribution of Responsibilities

STA - Responsible for demonstration aspects of MRP and on-going STA coordination and marketing

WTA - Responsible for management of MRP through 1983, including generating revenue through sales of advertising space and maintenance of ticket machine

MRP - Responsible for continuity in contacts with businesses and production of Discount Special List

Duties and responsibilities will shift to WTA as MRP ultimately transfers completely to their domain.

In the beginning of 1983 the division of duties will be:

- STA:
  - coordination with UMTA
  - joint approval on all MRP activities during grant period
  - coordination of data collection activities
  - preparation of periodic financial reports
  - staff support for planning and marketing
- WTA:
  - management of MRP and staff
  - joint approval on all MRP activities during grant period
  - implementation of plan to sell advertising space in Discount Special List
  - planning of special events and activities
- MRP:
  - coordinate all phases of production of Discount Special List
  - coordinate maintenance of ticket machine
  - generate reports regarding ticket machine and ticket activity
  - generate payment vouchers and requisitions
  - use computer verification of budget
  - tabulate in-office data collection reports
  - coordinate efforts of consultants
  - generate all MRP correspondence
  - dispense MRP information

FIGURE 7-1. TRANSITION OF MID-DAY RIDER PROGRAM  
TO WASHINGTON TRANSIT ADVERTISING



## ADVERTISING RATES & INFORMATION

February, 1983

SPACE	MONTHLY RATE		
	One-Time Contract	Semi-Annual Contract	Annual Contract
1/4 Page .....	\$ 50	\$ 40	\$25
1/2 Page .....	75	60	40
Full Page .....	100	80	50
Double Truck .....	175	140	90

### DEADLINES

Copy and Artwork.....30 days prior to month of publication.

Proof.....ONE PROOF SERVICE.  
Proof must be approved within 5 days of receipt

### COPY & ARTWORK

Mid-day Rider will prepare all ads in accordance with specifications detailed by advertiser on contract work sheet. No change after approved proof

### PAYMENT

Payment due with copy. Annual contracts payable 1/2 with copy, balance in 5 equal monthly installments. Semi-Annual contracts payable 1/2 with copy, balance in 2 equal monthly installments

*For more information, contact:*

**KATHY ROSS**

Mid-day Rider Program  
Suite 1263, Paulsen Building  
Spokane, WA 99201

**(509) 624-1555**



## ADVERTISING RATES & INFORMATION

August, 1983

SPACE	MONTHLY RATE		
	One-Time Contract	Semi-Annual Contract	Annual Contract
1/2 Page .....	\$150	\$120	\$ 80
Full Page .....	200	160	120
Double Truck ...	350	280	180

### DEADLINES

Copy and Artwork.....30 days prior to month of publication.

Proof.....ONE PROOF SERVICE.  
Proof must be approved within 5 days of receipt.

### COPY & ARTWORK

Mid-day Rider will prepare all ads in accordance with specifications detailed by advertiser on contract work sheet. No change after approved proof.

### PAYMENT

Payment due with copy. Annual contracts payable 1/2 with copy, balance in 5 equal monthly installments. Semi-Annual contracts payable 1/2 with copy, balance in 2 equal monthly installments.

*For more information, contact:*

**KATHY ROSS**

Mid-day Rider Program  
Suite 1263, Paulsen Building  
Spokane, WA 99201

**(509) 624-1555**

FIGURE 7-2. DISCOUNT BOOKLET ADVERTISING RATES

The second year of paid participation began in May 1984 and continued through July, when the program closed. During these three months, 29 merchants purchased advertising space in the Discount Booklet. Seventeen of these merchants had carry-over contracts signed in the first year\*, and twelve signed new contracts. Of these twelve, seven were renewing contracts; five were new to the program. These contracts produced revenues of \$4,380, an average of \$1,460 a month. During this three-month period, an average of 23 merchants were in the program each month for an average cost per merchant of \$63.48.

### 7.3 PROGRAM CLOSURE

The average monthly operating cost for the MRP/Bus Plus Program during the last year of operation (excluding data collection costs) was \$10,500 (see Table 7-1). This cost was almost six times the average \$1,757\*\* monthly amount collected from merchant advertising contracts.

As described previously, advertising rates for the Discount Booklet were doubled effective November 1983. It was hoped that this higher rate and an extensive marketing effort by the Account Executive to pull new merchants into the program would generate sufficient revenues to allow the program to continue independent of government (demonstration) funds. In reality, as an incentive to get the merchants who were already in the program to continue, most of their contracts were renewed at the lower rate, and the program was not successful in signing up a large group of new merchants. Additionally, only six of

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\*For example, they signed an annual contract in July 1983 and two months of this contract carried over into the second year of paid merchant participation.

\*\*Total revenues collected  $(\$21,969 + \$4,380)/15$  months.



the 32 merchants who had purchased an annual contract in May 1983 elected to renew their contracts in May 1984.

During a May meeting, STA and the Bus Plus staff concluded that there was no way for the program to generate sufficient revenues to offset costs, and they made the decision to close the project effective July 31, 1984.

We asked the staff and STA if, in hindsight, they felt there was anything they could have done differently to make the project more cost-effective and, consequently, exist independently. They offered three suggestions:

1. Bi-monthly printing of the Discount Booklet was a mistake. The public lost interest the second month, consequently the ticket redemption rate went down.
2. The advertising rates were doubled too early. It would have been better to raise the rates perhaps one-third in August and another third in January (1984). (Rates were doubled effective November 1983, six months after paid participation by merchants began in May; however, merchants were advised of the raise in August, after the paid program had been in operation for only three months.)
3. The need for businesses to come up with a new ad for the discount booklet each month was too time consuming. Some merchants dropped out for this reason.

However, the staff believe no amount of changes would have made the project sufficiently cost-effective to keep it going. Some reasons for this conclusion:

1. Charging merchants for advertising space doesn't work. The program had to compete with other media for the merchants' advertising dollars and many merchants view bus riders as a limited, less-than-affluent market.
2. The distribution area was not large enough. A similar program in Seattle (in which the riders' monthly pass qualifies them for discounts at participating merchants) is successful because it serves a much larger metropolitan area and merchants do not pay for their ad.

## 8 . CONCLUSIONS AND TRANSFERABILITY

This chapter summarizes the major and secondary conclusions derived from the Mid-day Rider/Bus Plus program's three year operation and discusses findings that may be applicable to other transit systems.

### 8.1 MAJOR CONCLUSIONS

Ridership - Apparently mid-day ridership did increase somewhat, possibly as much as 10%; however, it is not certain that the increase was due to the Mid-day Rider Program, and we cannot rule out that other factors may have caused the increase.

Financial independence - The program did not achieve an independent status. It was unable to enroll the number of merchants and/or sell the program at advertising rates required to become a self-supporting operation.

Public/private sector cooperation - The program created a successful cooperative venture between the public and private sectors. A total of 247 merchants participated in the program. Some of the businesses had several branches so that the number of stores where a customer could exchange a ticket totaled 345. STA plans to continue cooperative marketing ventures with Spokane merchants.

The program increased merchants' positive feelings toward the transit system. Whereas merchants had tended to believe that "Bus riders don't shop," every time a ticket was exchanged, the transaction said, "I'm a bus rider shopping in your store."

## 8.2 SECONDARY CONCLUSIONS

Awareness - Awareness of the Mid-day Rider program was high among Spokane residents: seven in ten respondents to a telephone survey conducted in March 1983 reported awareness of the program.

Public Response - About half of passengers surveyed said they had participated in the program, that is, they had at one time exchanged a ticket for goods or services. The average number of tickets exchanged per month (7,900) remained relatively constant throughout the demonstration; the highest ticket exchange occurred the first month of the demonstration when passengers redeemed 12,757 tickets at participating merchants.

Merchants - Overall, merchants reported they were pleased with the program. They saw it as a good advertising tool and an opportunity to reach a new market. For some, paying for space in the discount booklet was not a cost-effective form of advertising and they dropped out of the program.

Impact on Retail Sales - There was little if any impact on retail sales attributable to the MRP. Some merchants reported an increase in store traffic due to the MRP but were unable to judge the impact on sales. Bus riders spent an average of \$16,120 each month on discounted goods and services offered by the participating merchants.

Shopping Habits - About one-fifth of Mid-day Rider Plus passengers said they had exchanged tickets in a store where they had never been before. Of this group, almost four-fifths said they made a return visit to that store when they did not have a ticket to exchange. There may, of course, be additional reasons which influence choice of store, but it is reasonable to conclude that the Mid-day Rider Program had some influence on these choices.

Savings - The tickets, when redeemed for goods and services, did result in savings to consumers, but it may be



that riders were purchasing goods and services they would not have otherwise.

### 8.3 TRANSFERABILITY

Two major issues in the Spokane demonstration were the constant problems with the ticket machines and the lack of sufficient merchant contracts to enable the program to run independently. Any city considering a ticket incentive program similar to Spokane's must deal with these issues, namely, what system it will use to qualify riders for the program and whether the program will be expected to generate sufficient revenues to operate independently. A third issue which influences the other two is choosing the correct scale for the program.

#### 8.3.1 Qualifying Riders for the Program

The ticket machines, Spokane's way of qualifying riders for the program, became the single biggest problem of the demonstration. Alternative approaches to consider are:

1. Use a ticket machine but instigate a detailed procurement process. If before going out to bid, a transit district designed a detailed set of specifications for the ticket machines, they might cause fewer problems.
2. Include tickets in a discount booklet. This was the solution eventually adopted by Spokane. However, if a program started with this system, it is possible that without the novelty of the ticket machine to initially capture the passengers' attention, the program might not make as much of an impact.
3. Bypass the ticket system. Seattle uses this approach in its Pass Plus Program: riders show their bus pass at participating merchants in order to qualify for the discounted item or service. This system works well in a metropolitan area as large as Seattle (population 1.6 million) because it has a large number of bus pass holders (average 41,000/mo. or one in 39 residents) which is a selling point to enroll merchants. It is, however, less likely to work in

metropolitan areas the size of Spokane (population 342,000) which has an average of 4,000 monthly bus pass holders (one in 86 residents).\*

### 8.3.2 Charging Merchants for Advertising Space

The Spokane program did not achieve financial independence because not enough Spokane merchants with advertising dollars to spend chose to target at least a portion of their advertising to the bus-riding public. It is possible that a large transit system would have more success capturing these advertising dollars as it could claim a bigger audience than the Spokane system. However, STA's Director of Planning and Marketing has concluded that charging merchants does not work. She believes other media that can claim a much larger audience are too stiff a competition for the merchants's advertising dollars. The Seattle Pass Plus system does not charge merchants for space in its discount list, believing that the pay-off to the system is more riders.

### 8.3.3 Choosing the Correct Scale

While a large system such as Seattle may be able to assume the cost of running an ongoing ticket/pass incentive program, it is too costly for a small-to-medium size transit system. An alternative, and one which could be used by any size system, is to operate a similar but smaller, intermittent program. STA, for example, is considering a cooperative venture with merchants during the Christmas season, again using a discount booklet, available on bus lines serving the downtown, with coupons included in the booklet. Merchants would not pay for advertising space but would be asked to contribute camera-ready advertising copy. A similar venture may be tried in the summer including stores that cater to summer activities.

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\*Figures for both transit systems based on figures for January through July, 1984.

## APPENDIX A

### PROJECT MANAGEMENT

- Letter of Agreement
- Business Information Sheet
- Advertising Contract
- Participating Business Guide





LETTER OF AGREEMENT

1263 Paulsen Bldg. Spokane, WA 99201 (509) 624-1555



Thank you for joining the Mid-day Rider Program. This letter of agreement outlines what we should expect of each other. Please indicate your acceptance of this by signing in the space provided below.

The Mid-day Rider Program will be advertised using several media (i.e. radio, newspapers, promotions on buses).

The following will be available for your use:

- Participating Business Guide, including ticket redemption procedure
- Point of sale display card(s)
- Window display cards
- Poster introducing program
- Window decals
- Stick-on Mid-day Rider logos for use on in-store displays
- Envelopes as needed to collect redeemed tickets
- Other help as needed

The "Guidelines for Businesses Offering Goods or Services in the Mid-day Rider Program" included in the enclosed "Participating Business Guide" are part of this agreement. We reserve the right to use any data collected in connection with the Mid-day Rider Program.

This letter will remain in effect until withdrawn by either party. Continuous presentation of merchandise or services through this program is not necessary to keep this agreement in force (note Section 1 of the Guidelines).

We are learning together how to make this idea work well for both businesses and the transit system. Your comments and suggestions are always welcome.

---

Colleen McCord, Project Mgr.  
Mid-Day Rider Program

## BUSINESS INFORMATION SHEET

(for Mid-day Rider Program Records)

BUSINESS NAME: \_\_\_\_\_

ADDRESS/LOCATION: \_\_\_\_\_

TELEPHONE NUMBER: \_\_\_\_\_

RESPONSIBLE PERSON: \_\_\_\_\_ EXTENSION: \_\_\_\_\_

name/position

CONTACT PERSON: \_\_\_\_\_ EXTENSION: \_\_\_\_\_

name/position

DATE OF FIRST AGREEMENT: \_\_\_\_\_

DATE FOR FOLLOW THRU RE: FIRST 3 MONTHS: \_\_\_\_\_

### CHECKLIST:

☐ SUPPLIED TICKET REDEMPTION PROCEDURE

☐ DISCUSSED REDEMPTION PROCEDURE

☐ SPECIAL PROCEDURES REQUIRED: \_\_\_\_\_

☐ DISCUSSED "GUIDELINES"

☐ REVIEWED CRITERIA FOR MID-DAY RIDER SPECIALS

☐ REVIEWED PROCEDURE FOR MID-DAY RIDER SPECIALS SCHEDULE UPDATE (3 MO INTERVALS)

MONTH OF  
PARTICIPATION

SPECIAL  
OFFERED

USUAL SELLING  
PRICE

DISCOUNT

EFFECTIVE  
REDUCTION



Business Information Sheet

Business Name: \_\_\_\_\_

Address/Location: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Contact Person: \_\_\_\_\_ Ext: \_\_\_\_\_

Contact Address (if different): \_\_\_\_\_  
-----

Contract Date: \_\_\_\_\_ Contract Number: \_\_\_\_\_

Size Ad: \_\_\_\_\_ Time Purchased: \_\_\_\_\_ Amount: \_\_\_\_\_

Invoicing Procedure: \_\_\_\_\_  
-----

General  
Comments:



1798

**ADVERTISING CONTRACT**

SPOKANE, WA \_\_\_\_\_, 198\_\_

\_\_\_\_\_ (ADVERTISER) agrees to buy, and Washington Transit Advertising Co. (MEDIA) agrees to sell the following space: \_\_\_\_\_ (Ad Size) in the Mid-day Rider Discount Booklet for the period beginning \_\_\_\_\_ and ending \_\_\_\_\_.

The rates, discounts, terms and conditions for advertising under this contract are printed on the reverse side hereof, and shall include those shown on the current advertising rate card, which is hereby made a part of this contract.

**ACCEPTED:**

Washington Transit Advertising Co.

By: \_\_\_\_\_  
Date \_\_\_\_\_

\_\_\_\_\_  
ADVERTISER  
By: \_\_\_\_\_  
\_\_\_\_\_  
Address  
\_\_\_\_\_  
Phone

**ADVERTISING COPY WORKSHEET**

MONTH #1  
HEADLINE FOR AD: \_\_\_\_\_

MONTH #2  
\_\_\_\_\_  
\_\_\_\_\_

DESCRIPTIVE COPY:  
(descriptions, limitations, exclusions)

SPECIFIC LOCATION:  
(if applicable)

NUMBER OF TICKETS SUGGESTED: \_\_\_\_\_

PLEASE ATTACH: 1. LOGO, if not already on file. Business card is acceptable.  
2. Picture or sketch of item(s) being discounted (included at advertiser option).

Regular or average price of item being discounted:

(Data Processing use only)

**RECEIPT**

DATE \_\_\_\_\_

Received from Advertiser \_\_\_\_\_ DOLLARS \$ \_\_\_\_\_

Total Contract Amount \$ \_\_\_\_\_ Amount Paid \$ \_\_\_\_\_ Balance \$ \_\_\_\_\_

WHITE-Mid-day Rider Program Office CANARY-Advertiser PINK-Washington Transit Advertising Co.

Washington Transit Advertising Co.

MID-DAY RIDER PROGRAM  
PARTICIPATING BUSINESS GUIDE

Benefits to Businesses Participating in the Mid-day Rider Program	Pages 1-3
Guidelines for Businesses Offering Goods and Services in the Mid-day Rider Program	Pages 4-5
General Comments About Mid-day Rider Special Selection	Page 6
Possibilities for Presentation of Mid-day Rider Special Discounts	Page 7
Ticket Redemption Procedure	Page 8



## BENEFITS TO BUSINESSES PARTICIPATING IN THE MID-DAY RIDER PROGRAM

### BACKGROUND

The Mid-day Rider Program is to increase bus use for shopping and to do so in the middle of the day. Most Spokane buses are routed downtown so shopping by bus means shopping downtown. With the growth of the bus system, this will change so there is better service to outlying shopping areas. This is a good time to take an interest in the bus system and especially the way it serves your needs.

The Mid-day Rider Program is sponsored by the federal government and is designed to test the idea that incentives available to the bus rider can change bus ridership. The incentives will be merchandise chosen for this project by participating merchants.

Spokane was chosen for this demonstration because of its outstanding central business district and high quality bus system.

### SITUATION

On a typical day the bus system brings more than 15,000 people downtown. In Spokane, each day, about 30,000 people come downtown to work and about 10,000 people come downtown to shop.

It has been said that bus riders have less to spend than others. This is simply not so. According to recent surveys, the bus rider is a little more affluent than the typical citizen in Spokane. Commuters comprise the more well-to-do riders. Mid-day Riders are not far behind, however, and we aim to attract more customers during the off-peak hours.

The ingredients for shopping are prepared: the people who need to shop are ready, the merchant who has goods and services to sell is prepared, and the bus system can bring them together better through this program.

### Market Awareness

The Mid-day Rider Program will advertise merchant participation on the buses in the press, by direct mailing, etc., in order to inform the public of their opportunity to take part in its benefits. This is important to businesses because:

1. They can expect considerable word of mouth advertising by participating in the program. The Mid-day Rider Program will require that tickets issued on the bus be accumulated for most offerings. The customer who is saving tickets for an offering will have the merchant with the merchandise in mind.

2. The promotion for the Mid-day Rider Program will bring new customers to the downtown. Their presence is an opportunity for all downtown merchants.
3. The program offers multiple repeat traffic. Many ticket savers will visit a store several times before claiming their specials.
4. A very direct benefit is that Mid-day Rider Program patrons who are picking up their special offering will be ready prospects for other purchases.
5. Retaining old customers is important. Those who find that driving downtown becomes unattractive will be encouraged by the Mid-day Rider Program to ride the bus instead.
6. This program will be an extension of advertising without additional cost to participating merchants.

#### Merchandising Opportunities

The Mid-day Rider Program provides access to a clearly definable market. The tickets which will be returned to the merchants will provide an accurate daily count of product sold. This will permit merchants to use the program as a test for, or introduction of, new merchandise. For example:

1. Products can be test marketed.
2. New lines or departments can be introduced.
3. A slow line or department can be targeted for growth.
4. This program can be blended with other promotions to provide an additional check on their performance.

#### Fringe Benefits

In addition to the above benefits, we expect this program to be good for the bus system. With this in mind, there are several other important benefits:

1. An improved bus system is a vital contribution to those without an automobile.
2. An increase in mid-day ridership will mean more customers in the downtown shopping area during the traditionally slow hours.
3. Greater merchant participation in bus-related policy will give merchants a voice when the changes in the bus system are considered.

4. The program will discourage shoppers riding the bus during peak times. This will make room for more workers.
5. An increase in bus ridership means less wear and tear on streets, parking spaces, automobiles and less pollution. Conservation of gasoline is also a factor.



GUIDELINES FOR BUSINESSES  
OFFERING GOODS AND SERVICES IN THE  
MID-DAY RIDER PROGRAM

BACKGROUND

The Mid-day Rider Program is prepared to demonstrate that bus riders are a special market for retail businesses. The Program will provide access to this market through the Mid-day Rider Discount List which will be published monthly and distributed widely (i.e. newspaper advertising).

The Program must respond to the needs of businesses, meet the expectations of the bus riders, and fit the operation of the bus system. Guidelines for participating businesses are:

1. Merchandise or services must be available for one full month. Beyond that, businesses may enter or leave the program as they wish.
2. The special offer for the Program must be exclusively for bus riders who present Mid-day Rider tickets. The same offer must not be presented to the public during that month's listing with the Mid-day Rider Program.
4. The merchandise or services must be attractive and of good quality. To assure this, there will be a review committee of business people.
5. Customers must present the required number of tickets to receive the special offer. The incentive to shop through this program will be damaged if this requirement is waived.
6. The Mid-day Rider Program does not enter into the transactions between the business and customer in any way.
7. Businesses will follow the Ticket Redemption Procedure agreed upon with the Mid-day Rider Program.
8. Businesses will maintain point of sale and window displays and include the Program logo in advertising when appropriate.
9. Participation by businesses will be scheduled in advance.
10. The Mid-day Rider staff's responsibility is to get the worksheet to the businesses two (2) weeks before the deadline for each month. Participating businesses are asked to be responsible for returning the monthly worksheet to the Mid-day Rider office by the deadline.
11. To insure variety in the Discount Special List, merchants are encouraged to offer a different special after three (3) consecutive

months.

12. Participating merchants are encouraged to consider specials that require more than one (1) ticket. This supports the goal of increasing bus ridership and also creates excitement and a challenge to the bus rider.
13. Tickets change color from month to month for data collection purposes only; therefore, Mid-day Rider tickets are issued in five colors: green, red, blue, purple and yellow. Tickets are good any month, regardless of color.
14. Participating businesses are encouraged to offer an attractive discount rather than a no-cost item.
15. Advertisements in the Discount Special List are not acceptable for use on specials offered in the list. Only Mid-day Rider tickets are redeemable on offers in the Discount Special List.
16. The Mid-day Rider staff reserves the right to use any data collected in connection with the Mid-day Rider Program.

GENERAL COMMENTS ABOUT MID-DAY RIDER SPECIAL SELECTION

We want the business to pick an item that will attract shoppers to the place of business.

We need a range of specials in each month's Discount List.

This month's commitment will be for only one month. It may be continued or replaced with a different special next month.

As a rule, we recommend an attractive discount rather than a no-cost special -- only because we want to attract shoppers, not opportunists.

The Business Advisory Board will approve all proposed Mid-day Rider specials. Their purpose will be to maintain a quality program.

The Business Advisory Board will consider the proposed ticket requirement. The number must be small enough to encourage the rider to seek out the business, but large enough to present a challenge. The required number of tickets will range from one to ten with few exceptions.

The deadline for submitting monthly specials to the Mid-day Rider Program must be maintained to ensure timely production of each month's discount list.

If the special involves one type of merchandise, the quantity necessary for one month's availability must be discussed.



#### POSSIBILITIES FOR PRESENTATION OF MID-DAY RIDER SPECIAL DISCOUNTS

1. Single item at a specific discount.
2. Purchase one, receive a second for half price.
3. Purchase one, receive a second for .01.
4. Purchase one, receive a second free.
5. Percentage discount on specific merchandise in a named department or entire store.
6. Set dollar discount on specific merchandise in a named department or entire store.
7. Half price or 50% off.
8. Free with the purchase of unspecified other items.

The Mid-day Rider Program is not equipped to present more than one special discount per participating business per month. This should not be confused with a single item. An offer might be just one item, a discount for the entire store, or any of the other options listed above.

There are two purposes for the tickets. One is to identify people who qualify for Mid-day Rider discounts; the other is to encourage people to ride the bus in order to collect Mid-day Rider tickets. Either reason might suggest that a requirement of more than one ticket to qualify for the special discount would be beneficial. As a general rule, items with a cost of more than a dollar should require more than one ticket. As a general rule, items with a cost of more than a dollar should require more than one ticket. As values increase substantially, the number of tickets required should also increase slightly. There will certainly be exceptions to this rule.

#### TICKET REDEMPTION PROCEDURE

1. Receive required number of ticket(s).
2. Deposit ticket(s) in Mid-day Rider envelope, record comments, problems, questions, etc., on envelope.
3. When supply of Mid-day Rider specials is gone, issue rain check or substitute merchandise according to store policy.

If the envelope is filled before the end of the month, or questions or difficulties arise, contact the Mid-day Rider Program at 624-1555 right away.





APPENDIX B

CHART OF  
MERCHANT PARTICIPATION  
OVER TIME



1981 1982 1983 1984

HOTELS/THEATRES

IMAX THEATER \*  
 INTERPLAYERS ENSEMBLE \*  
 MAGIC LANTERN THEATRE \*  
 RIDPATH \*  
 SHERATON \*  
 SPOKANE FILM SOCIETY \*  
 SPOKANE SYMPHONY \*

PERSONAL SERVICES

ADMINISTRATIVE MGT. SERVICES \*  
 AMERICLEAN #  
 ANSON AVERY CPA #  
 BALLOON DELIGHT (Singing Telegram) \*  
 BING'S HAIR FASHION \*  
 CAROL'S BEAUTY SALON \*  
 CHARLES ARMSTRONG, HOLIDAY PICTURES\*  
 CLIPPER SHIP (Dog grooming) #  
 CURL UP CORNER (Salon)#  
 OANCE EMPORIUM #  
 O'HONDT FAMILY HAIR SALON #  
 DOG HOUSE (Dog grooming) #  
 ENGRAVER, THE #  
 EVENTS MANAGEMENT\*  
 FACES, FINGERS & FUN (Salon) \*  
 FLOUR MILL MERCHANTS ASSDC.\*  
 FUTURE TRENDS (Therapy) #  
 GEM POLISHING SYSTEM #  
 GREAT AMERICAN HAIR (Salon) #  
 GROOMING BY GAYNELL (Dog grooming) \*  
 HAIR EDITION, I, II (2) \*#  
 HAIR KRAFTERS (2) #

\*Downtown

#Outside the downtown



	1981	1982	1983	1984
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100				

[illegible]

#Outside the downtown

## (Continued)

[illegible]

## Downtown

## Outside the downtown

MERCHANT PARTICIPATION OVER TIME (Continued)

	1981							1982							1983							1984						
	A	S	O	N	I	D		A	M	I	J	F	M		A	J	F	M		A	J	F	M		A	J	F	M
RESTAURANTS (Cont'd.)																												
OLIVER'S *	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
UNION BAR AND GRILL *	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
ORANGE JULIUS (2) *#	X	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
THE PANOA #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
PICKWICK'S *	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
PIZZA HUT (5) *#	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
RIVERPARK REVUE *	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
ROCKING HORSE SALOON #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
ROMANO'S *	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SANOWICH GARDENS *	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I
SANDY'S #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SCOREBOARD PIZZA #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SHARIS RESTAURANT #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SHEPPARO'S #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SIR ROBERTS *	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SIZZLER (2) #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
SKINNY PARLOR #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
STRAW HAT PIZZA (2) #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
TACO TIME (5) *#	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I
TRAVO'S *	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
TRIO RESTAURANT *	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I
WAYNE'S RESTAURANT #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
WILLIE WOZZLE #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I
WURSTGARTEN *	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I	X	I
YE OLDE SANOWICH SHOP #	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I	I

\*Downtown

#Outside the downtown



MERCHANT PARTICIPATION OVER TIME (Continued)

	1981												1982												1983												1984																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M

\*Downtown

#Outside the downtown

MERCHANT PARTICIPATION OVER TIME (Continued)

	1981							1982							1983							1984															
	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	A	S	O	N	I	J	F	M	A	M	J	J	
RETAIL-FOOD																																					
BOEHM'S CANOY *																																					
BUCKAROO BAGELS *																																					
CHAMPION PRODUCE (2) #																																					
COOKIE COTTAGE #																																					
CORN POPPER *																																					
GRAPE & GRAIN *																																					
HERB VILLAGE #																																					
HICKORY FARMS *																																					
PILGRIM'S NATURAL FOODS (6) *#																																					
MOTHER'S CUPBOARD (2) #																																					
ORIGINAL COOKIE JAR #																																					
SWEET TREAT SHOP (3) *#																																					
7 - 11 (22) #																																					
RETAIL-VARIETY																																					
A-1 OLD BOOK TRADER #																																					
ALL THAT'S JAZZ (Gifts) *																																					
AMERICAN HANOICRAFTS #																																					
AT&T PHONE CENTER *																																					
ATTA BOY (Photo) #																																					
ARROW PHOTOGRAPHY #																																					
BLUE BIRD GIFT SHOP *																																					
BOOK & GAME CO. *																																					
C&C ELECTRONICS #																																					
C&C TOYS #																																					
CHILDREN'S CORNER BOOKSHOP *																																					
CLASEE AND CO. *																																					
CLOCK HOUSE #																																					
COPPER COLANDER *																																					

\*Downtown

#Outside the downtown

RETAIL-VARIETY (Continued)

	MERCHAND PARTICIPATION OVER TIME (Continued)											
	1981			1982			1983			1984		
	A	S	O	N	I	O	J	F	M	A	M	J
EBB & FLOW (Pet) #												
EMPIRE PHOTO *												
EUCALYPTUS RECORDS *												
EVERYTHING IN SIGHT #												
FABRIC TREE #												
FLOR MILL CARO & GIFT *												
FLOR MILL NEEOLECRAFT *												
FLOWER OF THE EAST *												
GOLDEN IMAGE (Cosmetics) *												
GOODWILL INDUSTRIES *												
GREGS FINE FABRICS (2) *#												
GRIFFS HERB SHOPPE #												
HOMESTEAD LEATHER CO. *												
HUMAN RACE (Sport) *												
JEWELER'S BENCH *												
KITCHEN EDITION *												
KITS CAMERA *												
KNIT N NEEOLE SHOP #												
LAVENDER & LACE (Crafts) #												
LIBERTY FURNITURE *												
LORIEN HERBS #												
LOTIONS & POTIONS *												
MAGIC MUSHROOM (Waterbeds) *												
MANDELL'S JEWELERS (2) *#												
MILL GARDEN *												
MIRAGE RECORDS/TAPES *												
MOTHERS MATERNITY BOUTIQUE #												
NAILS NOW/HAIR PLACE #												
NATUR-ALL #												
PHALICE'S THREAD WEB #												

\*Downtown

Outside the downtown



## RETAIL-VARIETY (Continued)

	1981	1982	1983	1984
POUR-RING PITCHER (Kitchen) #				
PURPLE POCKET (Crafts) *				
REMNANT PALACE (Carpets) #				
RINGS & THINGS *				
SAW SHOP #				
SHERWOOD FOREST (Plants) *				
SIGHT SHOPPE (Eyewear) *				
SKAGG'S DRUG STORES *				
SOUNDS EASY VIDEO #				
SPECTRUM OPTICAL (2) **				
SPOKANE-1 HR. PHOTO *				
SPOKANE HALLMARK CARDS *				
SPOKANE JEWELRY CTR. *				
SPOKANE SHAVER *				
SPOKE'N SPORT *				
SWEET & FANCY #				
TAKE ONE VIDEO (2) #				
THAVIS OPTICIANS *				
TOBACCO WORLD *				
TOY SHOP (2) **				
U-CITY OPTICAL *				
WALLS & HALLS *				
WALL ST. TOBACCO/BOOKS *				
WASHINGTON PHOTO (9) **				
WESTERN OPTICAL (2) **				
WOODEN PLANTER #				
WORLD OF THINGS *				
WORLDWIDE IMPORT MARKET (2) **				
ZALES JEWELERS #				

\*Downtown

#Outside the downtown

MERCHANT PARTICIPATION OVER TIME (Cont Inued)

	1981							1982							1983							1984											
	A	S	O	I	N	I		A	M	J	J	A	S	O	I	N	I		J	F	M	A	J	A	O	I		J	F	M	A	J	J
RECREATION																																	
EWU SCIENCE CENTER *																																	
ICE CAPAOES *														X																			
ICE PALACE, THE *																									X								
MAINSTREET #														X							X												
MINIATURE GOLF *																																	
PLAYFAIR #																																	
RIVER CITY HOT TUBS #													X								X											X	
RIVERFRONT PARK *													X																				
ROLLER PALACE *													X																				
STANDING ROOM ONLY (Games) #																																	
VIDEO HUT #																																	
YMCA *			X		X				X																							X	X
YWCA *			X		X																												
Number of participating businesses	33	33	38	35	43	37	38	40	72	67	73	71	68	71	78	76	75	66	60	61	63	48	53	52	54	54	47	49	27	25	17		
Additional outlets																																	
Total number of business locations	34	34	39	36	44	37	38	40					98						94	94	97	76		92	91	91	77	68	39	37	28		

\*Downtown

#Outside the downtown





APPENDIX C

SURVEY METHODOLOGY  
AND  
WEIGHTING PROCEDURES



## SURVEY METHODOLOGY

### Pre-demonstration Survey

A predemonstration on-board survey of midday riders was conducted on April 30, 1981. Survey forms were passed out and collected on 23 routes that go into downtown Spokane. Riders were given two forms, a short one (Form A) and a long one (Form B) (see Appendix D). The short form (two sides of one page) was designed so that riders could easily fill it out during the bus ride, and asked respondents to fill in their name and address so they could be recontacted during the coming year. The long form (four pages) asked further, detailed questions on travel and shopping patterns. Respondents could take both forms off the bus for completion and mail them back. During the predemonstration survey a total of 2318 A and B forms were passed out on the buses. Of these, 1941 A forms (84%) and 1393 B (60%) forms were returned.\* The panel was defined as those persons who filled in both A and B forms and also provided usable names and addresses for recontact purposes. Final results of the predemonstration survey are:

Persons surveyed:	2318
Usable returns (panel members)	1211
Response rate	52%

### New User Surveys

Following the beginning of the demonstration in August 1981, three user surveys of new midday riders\*\* were conducted in October 1981 and January and May 1982. The purpose of these surveys was to supplement the panel with persons who

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\*Most people were able to complete Form A before leaving the bus which accounts for its greater rate of return.

\*\*That is, persons who started to ride the bus after August 1981 when the demonstration began.



began riding buses during the midday after the demonstration project had begun. As part of the new user surveys several face-to-face screening questions were administered to all riders boarding the bus during the midday period. Those who were judged to be "new" midday riders were given Form A and B questionnaires identical to those used in the predemonstration survey but coded in such a way as to make them distinguishable for analysis purposes.

Results of these three surveys are as follows:

	<u>New Rider 1</u> <u>10-81</u>	<u>New Rider 2</u> <u>1-82</u>	<u>New Rider 3</u> <u>5-82</u>	<u>Combined</u>
Persons surveyed	1212	1282	1179	3673
Form A & B distributed to new riders	135	103	131	369
Usable returns* (panel members)	61	45	39	145
Response rate	45%	44%	30%	39%

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\*Both Form A & B returned with usable name and address provided for recontact purposes.

The final panel is composed of 1356 persons--1211 from the predemonstration survey and 145 from the three new user surveys.

#### Mail-back Survey

Recontact of these 1356 panelists was accomplished by mail. A third questionnaire version, Form C (see Appendix D), was developed and mailed to just under half of the randomly chosen panel members (excluding the third new user group) during May 1982. This early mailing was planned to help assess the short-term effects of the program and possibly redirect subsequent data collection.\*\* During October 1982

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\*\*This objective could not be realized as Eastern Washington University, the data collection agency for these surveys, did not deliver results of the mail survey to the evaluation contractor until December.

questionnaires were mailed to the remainder of the panel (including all the respondents to the third new user survey) not contacted during the May survey. The latter mailing was planned to assess travel/shopping behavior after the program had been operating one year.

Mail survey results are as follows:

	<u>May</u>	<u>October</u>	<u>Combined</u>
Questionnaires mailed	596	728	1324*
Share of panel	45%	55%	
Usable returns	293	291	584
Response rate	49%	40%	44%

Figure C-1 presents a summary of survey methodology.

### Third-Year On-Board Survey

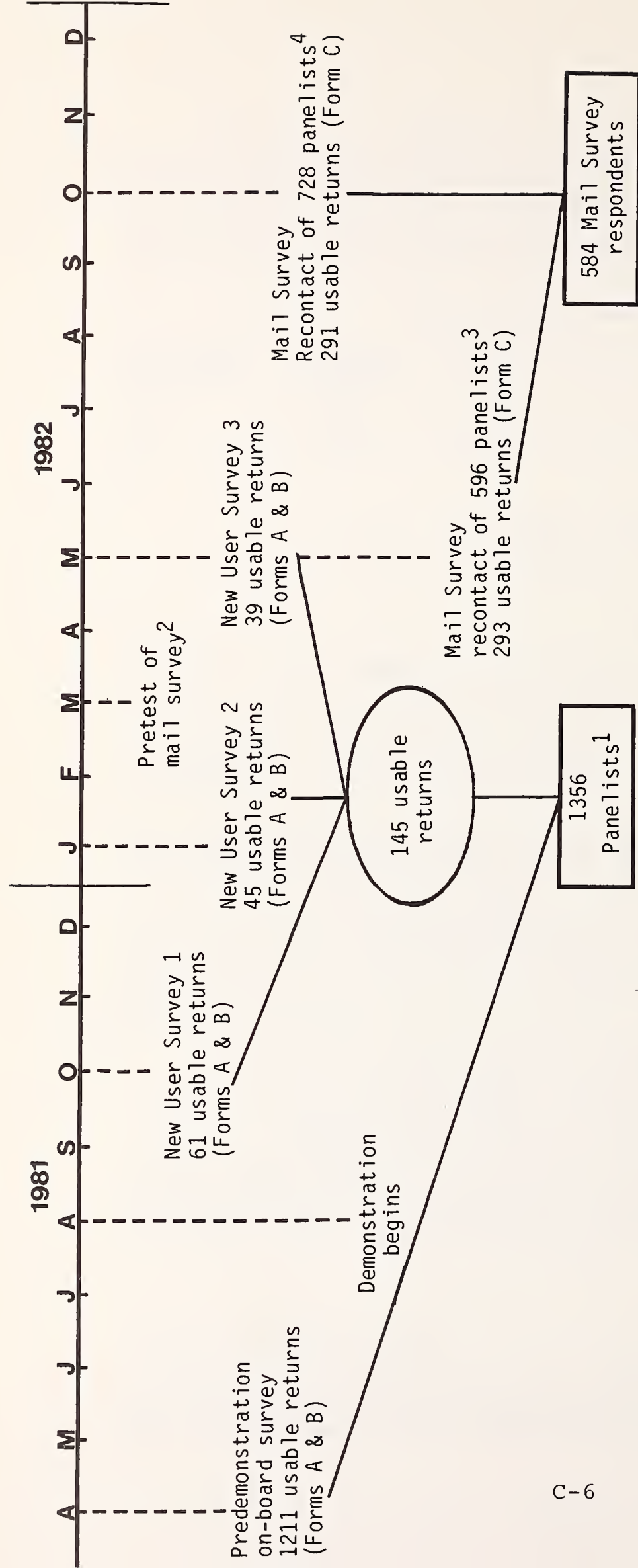
A system-wide, on-board survey of midday riders was conducted the week of September 19-26, 1983. The survey's primary purpose was to assess rider participation in and attitudes toward the Midday Rider Program during its second year of operation.

Survey forms (see Appendix D) were passed out and collected on 30 routes over four days, Wednesday, Thursday, Saturday and Sunday. Each route was surveyed on one of the weekdays and on Saturday and Sunday. On the two weekdays and Saturday, the survey was conducted during the midday (9:15 AM to 2:00 PM) and evenings (5:45 PM to 10:00 PM), i.e., the hours of the Midday Rider Program. On Sunday the survey was conducted from 9:45 to 5:15 PM. Approximately 30% of all scheduled runs were surveyed for each time period.

A total of 2819 usable questionnaires were completed by the riders. Table C-1 gives a breakdown of survey responses by time of day.

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\*The 1356 panelists minus 32 contacted during a pretest.



C-6

<sup>1</sup>Panelists were respondents who completed Forms A and B and provided a usable name and address for recontact purposes.

<sup>2</sup>Form C questionnaire mailed to 32 randomly selected panel members.

<sup>3</sup>A portion of the Predemonstration and New User 1 and 2 panelists.

<sup>4</sup>Remainder of panel not contacted during pretest or May mailing, including all New User 3 panelists.

FIGURE C-1. SURVEY METHODOLOGY



TABLE C-1. ON-BOARD SURVEY RESPONSE

	<u>Weekday Midday</u>	<u>Weekday Evening</u>	<u>Saturday Midday</u>	<u>Saturday Evening</u>	<u>Sunday</u>	<u>Total n</u>	<u>%</u>
Completed Questionnaires	1068	607	422	240	482	2819	70.6
Repeats <sup>1</sup>	109	66	85	91	246	597	14.9
Refusals	134	36	41	22	53	286	7.2
Short Trip <sup>2</sup>	72	36	42	8	42	200	5.0
Language Barrier <sup>3</sup>	28	22	5	9	15	79	2.0
Forms Not Returned <sup>4</sup>	7	1	3	1	1	13	0.3
TOTAL Persons Surveyed	1418	768	598	371	839	3994	100.0
PERCENT of All Persons Surveyed	35.5	19.2	15.0	9.3	21.0		
Response rate (%) <sup>5</sup>	81.6	86.5	82.3	85.7	81.3	83.0	

<sup>1</sup>Persons surveyed previously.

<sup>2</sup>Persons unable to complete survey because of time constraint.

<sup>3</sup>Persons lacking sufficient English skills to complete survey. Includes mentally retarded persons.

<sup>4</sup>Forms unaccounted for--presumably rider took questionnaire off the bus.

<sup>5</sup>Completed questionnaires/Total persons surveyed minus repeats; for weekday midday this is 1068/1418-109.

## WEIGHTING PROCEDURES

To estimate the characteristics of the population of users from the Spokane on-board surveys, we weighted each respondent by the inverse of the probability that he would appear in the sample. The probability that a particular individual will appear in the sample is related to his frequency of travel on transit.<sup>1</sup> The survey data (except in the case of questions that are characteristics of trips rather than users, such as trip purpose and whether a ticket was taken or not) were weighted by a formula of the form:

$$\text{Weight} = \frac{1/A_i}{\frac{1}{n} (\text{sum } (1/A_i))}$$

Where  $A_i$  is a measure of the chance that respondent  $i$  would be in the sample. The denominator is an adjustment factor that makes all the weights add to  $n$ , the sample size.

The predemonstration on-board survey was a one-day sample, covering all mid-day bus runs, in which all passengers were asked to respond only once. Therefore  $A_i$  is related to the number of days a respondent rides the bus for one week, plus the day of the survey, estimated as follows:

$$A_i = \min [\text{ceiling } (t_i/2) + 1, 6] .$$

Here  $t_i$  is the reported number of mid-day trips in the last week. The value  $t_i/2$  is an estimate of days of transit use and one is added to account for the day of the survey. No values over 6 days were allowed.

The September 1983, post-implementation on-board survey covered about 30% of mid-day and evening trips on each of two weekdays and Saturday and all day one Sunday. Again, no potential respondent was interviewed more than once. In this

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<sup>1</sup>Doxsey, Lawrence, "Respondent Trip Frequency Bias in On-Board Surveys," TSC, May 1982.

case the chance that respondent i would be in the sample is estimated as follows:

$$A_i = 1 - [(1-p) t_i].$$

Here p is the proportion of trips surveyed each day (.3 in this case), and  $t_i$  is an estimate of a respondent's total mid-day and evening trips during the period of the survey. It is estimated as:

$$t_i = 1/3 (f_{1i} + f_{2i}) + f_{3i} + 1$$

Where:

- $f_{1i}$  = The reported number of trips taken the previous Mon. - Sat. during the mid-day by respondent i.
- $f_{2i}$  = The reported number of trips taken the previous Mon.- Sat. during the evening by respondent i.
- $f_{3i}$  = The reported number of trips taken all day the previous Sunday by respondent i.

The variables,  $f_{1i}$  and  $f_{2i}$ , were each divided by three because on each route the survey was only conducted on one-third (two out of six) of the days Monday through Saturday, and thus on the average only one-third of the trips would have occurred during the survey period. Again, one is added to account for the trip taken on the day of the survey when the respondent was contacted. Otherwise  $t_i$  could have a value of zero.

We note several cautions about the use of the weighted data. Wherever significance tests have been used with weighted data, the tests have been conducted as they would be on unweighted data except that the sum of the normalized weights have been used for n. In fact, the actual standard errors of the estimated means are higher than these formulas indicate. The reason is that the weights are random variables rather than known constants. No procedure is readily available at this time to estimate the increase for this particular situation. Given the high degree of significance of most of the differences listed in this memo, this presents little problem. In any of the cases where differences are calculated to have only marginal significance, the fact that the t values



are probably over-stated should be kept in mind. Another point to consider in using the weighted data is the definition of the term "population of users". Some boundary needs to be set on this population, e.g., all persons who ever used the bus system or all those using the system in a given week. The group chosen for the population of users in this report was all those who rode the bus in the week prior to the survey.

Other inaccuracies may be present in the estimation of the weighting factor. Probably the largest source of error is using self-reported trip frequencies from the week prior to the survey rather than actual trip frequencies during the survey period. This error, however, is likely to be small and unavoidable. While any analysis of this or any other error in the estimation of the weighting factor is beyond the scope of this report, we should note that these errors will increase the standard errors of the estimated means.

APPENDIX D

SURVEY FORMS







FORM A QUESTIONNAIRE

Route Name/No.:

Nº 5492

SPOKANE TRANSIT  
BUS RIDER SURVEY

This survey is being conducted to gain an understanding of transit needs during the mid-day. The survey has two parts: a short Form A to be completed on the bus and a longer Form B which can be completed on the bus or mailed back.

Please fill out Form A before you get off the bus. Assistants on the bus will be glad to provide you with a pencil to complete the form and will collect the survey as you leave.

FORM A

1. Did you already complete a form like this earlier today? ☐ Yes ☐ No  
(even if you already completed Form A, please do so again)

2. From where are you coming? (please check only ONE activity)
- |  |   |
|--|---|
| <input type="checkbox"/> work  | <input type="checkbox"/> doctor/dentist                               |
| <input type="checkbox"/> school  | <input type="checkbox"/> restaurant                                   |
| <input type="checkbox"/> home  | <input type="checkbox"/> a visit with a friend/relative               |
| <input type="checkbox"/> work-related business<br>(outside workplace)      | <input type="checkbox"/> recreation                                   |
| <input type="checkbox"/> personal business<br>(bank, barber, lawyer, etc.) | <input type="checkbox"/> something not listed here<br>please specify: |
| <input type="checkbox"/> shopping, if checked please answer:               |   |

Did you buy something? ☐ Yes ☐ No

3. Did you just come from downtown Spokane? ☐ Yes ☐ No

4. Where are you going now? (please check only ONE activity)
- |  |   |
|--|---|
| <input type="checkbox"/> work  | <input type="checkbox"/> doctor/dentist                               |
| <input type="checkbox"/> school  | <input type="checkbox"/> restaurant                                   |
| <input type="checkbox"/> home  | <input type="checkbox"/> a visit with a friend/relative               |
| <input type="checkbox"/> work-related business<br>(outside workplace)      | <input type="checkbox"/> recreation                                   |
| <input type="checkbox"/> personal business<br>(bank, barber, lawyer, etc.) | <input type="checkbox"/> something not listed here<br>please specify: |
| <input type="checkbox"/> shopping, if checked please answer:               |   |

Will you buy something? ☐ Yes ☐ No ☐ Maybe

5. Is where you are going in downtown Spokane? ☐ Yes ☐ No

6. Could you have made this trip by another means of travel? (please check as many as apply)
- |  |  |
|--|--|
| <input type="checkbox"/> No, not at all            | <input type="checkbox"/> Yes, by taxi                                      |
| <input type="checkbox"/> Yes, as vehicle driver    | <input type="checkbox"/> Yes, by walking                                   |
| <input type="checkbox"/> Yes, as vehicle passenger | <input type="checkbox"/> Yes, by means not listed<br>please specify: _____ |

OVER

THIS IS FORM A

7. Including this trip, how many one-way trips have you made BY BUS since 9:00 a.m. today?  
\_\_\_\_\_ trips

8. How many more one-way trips will you make BY BUS before 2:00 p.m. today?  
\_\_\_\_\_ trips

9. Are you: ☐ Female ☐ Male

10. What is your age? \_\_\_\_\_ years

11. Which of the following best describes you? (please check only ONE item)

- |   |   |
|---|---|
| <input type="checkbox"/> employed full-time<br>(more than 35 hr/week)                     | <input type="checkbox"/> between jobs<br><input type="checkbox"/> homemaker   |
| <input type="checkbox"/> employed part-time<br>please give number of<br>hours/week: _____ | <input type="checkbox"/> student<br><input type="checkbox"/> retired<br><input type="checkbox"/> other, please specify: _____ |

12. Do you work downtown? ☐ Yes ☐ No ☐ Not employed

13. We are very interested in your opinions about STS service and downtown Spokane and may need to contact you once more during the coming year. Please fill in your name and address below. All information given will be kept strictly confidential.

Please print

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Thank you. Please hand this completed Form A to a survey person. Do not return Form B until fully completed. If you completed either form after leaving the bus, simply put either in a mail box (no postage needed).

If you wish information about this survey, call 624-1555.



**BUSINESS REPLY MAIL**

FIRST CLASS PERMIT NO. MI CHENEY, WASHINGTON

POSTAGE WILL BE PAID BY -

SPOKANE TRANSIT SURVEY  
c/o Transportation Center  
206 Isle Hall  
Eastern Washington University  
Cheney, Washington 99004

NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES





FORM B QUESTIONNAIRE

5432

SPOKANE TRANSIT  
BUS RIDER SURVEY

Thank you for completing Form A. Form B may require a little more time than your bus trip to complete. If so, take the form with you and mail it back. It is important to fill out both forms to complete the survey and enable us to understand and improve your mid-day bus travel.

FORM B

Today's date is: \_\_\_\_ / \_\_\_\_ / 1981  
mo. day

BUS USE: In this part, we'd like to know about your use of STS's buses.

1. Think about all the one-way trips you made BY BUS in the last week. For example, going downtown and back home counts as two (2) trips.
  - a. How many trips by bus were made Monday through Friday?  
\_\_\_\_\_ trips in the last week
  - b. How many trips by bus were made Saturday or Sunday?  
\_\_\_\_\_ trips in the last week
2. Of the bus trips made Monday through Friday, how many did you begin between 9:15 a.m. and 2:00 p.m.? \_\_\_\_\_ trips
3. Please circle the number which best expresses your opinion about each of the following:

	Agree Strongly	Agree	Agree Slightly	Disagree Slightly	Disagree	Disagree Strongly
STS buses go to all the right places for my shopping needs	1	2	3	4	5	6
Carrying packages on the bus is a serious problem for me	1	2	3	4	5	6
STS's buses operate on time	1	2	3	4	5	6
STS's buses don't come often enough for me in the middle of the day (9:15 a.m. – 2:00 p.m.)	1	2	3	4	5	6
Getting downtown by bus is convenient for me	1	2	3	4	5	6

THIS IS FORM B



**SHOPPING:** We'd like to know about your shopping preferences. "Shopping" means any time you visited stores or business establishments to look at merchandise or obtain a service, whether you purchased something or not.

4. Think about the things you purchased and services you obtained during the *last month*. Please indicate for each item where you made *most* of these purchases or obtained *most* of these services. If no purchase was made, check the column "Did not buy in last month."

	Did not buy in last month	Mostly in Downtown Spokane	Mostly in Major Shopping Center Outside Downtown	Mostly Neighborhood Shopping Outside Downtown
food to take out . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
restaurant meal . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
groceries . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
clothing . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
shoes . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cosmetics, drugs, etc. . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
books, records . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
newspapers/magazines . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
flowers/plants . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
hardware, houseware . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
furniture . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
haircut . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
banking services . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Think about the times you went shopping during the *last week* (7 days). If you didn't go shopping, please fill in with a 0.

- a. How many times did you go to a major shopping center(s) *outside* downtown?

\_\_\_\_\_ times in the last week

Which center(s)? \_\_\_\_\_

- b. How many times did you go downtown to shop?

\_\_\_\_\_ times in the last week

6. If you went downtown to shop *last week*, how many times did you take the bus?

\_\_\_\_\_ times

7. On what day of the week do you go shopping most often?

	No particular Day	Mon	Tues	Weds	Thurs	Fri	Sat	Sun
a. for groceries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. for other things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. About what time do you go shopping most often (for things other than groceries)?  
(please check the time period which most closely applies)

<input type="checkbox"/> no time in particular	<input type="checkbox"/> 9:15 - 12 noon	<input type="checkbox"/> 2:00 - 6:00 p.m.
<input type="checkbox"/> before 9:15 a.m.	<input type="checkbox"/> 12 noon - 2:00 p.m.	<input type="checkbox"/> after 6:00 p.m.

9. Where do you get information about special sales, new merchandise, etc.?  
(please check all that apply)

<input type="checkbox"/> word of mouth	<input type="checkbox"/> radio	<input type="checkbox"/> TV	<input type="checkbox"/> newspaper
<input type="checkbox"/> other, please specify _____			

10. Do you use coupons which sometimes appear in the newspaper, are enclosed in packages, or sent to your home?

<input type="checkbox"/> frequently	<input type="checkbox"/> sometimes	<input type="checkbox"/> rarely	<input type="checkbox"/> never
-------------------------------------	------------------------------------	---------------------------------	--------------------------------

11. Do you try to buy things during special sales?

<input type="checkbox"/> frequently	<input type="checkbox"/> sometimes	<input type="checkbox"/> rarely	<input type="checkbox"/> never
-------------------------------------	------------------------------------	---------------------------------	--------------------------------

12. Please circle the number which best expresses your opinion about each of the following:

	Agree Strongly	Agree Slightly	Disagree Slightly	Disagree Strongly
It's easy for me to get to downtown Spokane	1	2	3	4
Parking in downtown Spokane is a serious problem for me	1	2	3	4
The variety and types of stores downtown is poor	1	2	3	4
Combining shopping with other activities in downtown is convenient for me	1	2	3	4
Within downtown, getting from place to place is difficult for me	1	2	3	4

HOUSEHOLD: We'd like to know a few things about you and your household. All information will be kept strictly confidential.

13. Counting yourself, how many workers are there in your household?  
\_\_\_\_\_ full-time \_\_\_\_\_ part-time
14. Counting yourself, how many people in your household are:  
\_\_\_\_\_ under 5 years old \_\_\_\_\_ 5-15 years old \_\_\_\_\_ 16-65 years old \_\_\_\_\_ over 65 years old
15. Counting yourself, how many people in your household are licensed to drive?  
\_\_\_\_\_ licensed drivers
16. How many motor vehicles (cars, motorcycles, vans, etc.) are available to you and other members of your household? \_\_\_\_\_ vehicle(s)
17. How long have you lived at your current home/apartment?  
\_\_\_\_\_ year(s) ☐ less than a year
18. How long have you lived in the Spokane area?  
\_\_\_\_\_ year(s) ☐ less than a year
19. In what range is your annual combined HOUSEHOLD income. (This information is needed only for statistical purposes).  
☐ 0-\$9,999 ☐ \$10,000-\$14,999 ☐ \$15,000-\$19,999  
☐ \$20,000-\$24,999 ☐ \$25,000-\$29,999 ☐ over \$30,000

COMMENTS: \_\_\_\_\_

Thank you very much for your help.



**BUSINESS REPLY MAIL**

FIRST CLASS PERMIT NO. M1 CHENEY, WASHINGTON

POSTAGE WILL BE PAID BY -

SPOKANE TRANSIT SURVEY  
c/o Transportation Center  
206 Isle Hall  
Eastern Washington University  
Cheney, Washington 99004

NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES







SPOKANE TRANSIT  
BUS RIDER SURVEY

Survey Identification  
Number m 5491

Within the last year, you or someone in your household filled out a survey on the bus similar to this one. (If you are not that person, please give it to the right person.)

In order to continue to provide quality service in our community, we would like your help once again. Please take a few minutes to fill out this survey. Just drop it into a mailbox when you are finished (no postage necessary). Thank you very much.

FORM C

**BUS USE:** In this part, we'd like to know about your use of STS's buses.

1. Do you still ride the bus?

☐ Yes

☐ No, not at all.

Please answer question below and then skip to question 7 (SHOPPING SECTION)

Why not? \_\_\_\_\_

2. Think about all the one-way trips you made BY BUS in the last week. For example, going downtown and back home counts as two (2) one-way trips.

a. How many trips by bus were made Monday through Friday?

\_\_\_\_\_ one-way bus trips in the last week

b. How many trips by bus were made Saturday or Sunday?

\_\_\_\_\_ one-way bus trips in the last week

3. Of the bus trips made Monday through Friday, how many did you begin between 9:15 a.m. and 2:00 p.m.?

\_\_\_\_\_ bus trips in the last week

4. Please circle the number which best expresses your opinion about each of the following:

	Agree Strongly	Agree	Agree Slightly	Disagree Slightly	Disagree	Disagree Strongly
STS buses go to all the right places for my shopping needs	1	2	3	4	5	6
Carrying packages on the bus is a serious problem for me	1	2	3	4	5	6
STS's buses operate on time	1	2	3	4	5	6
STS's buses don't come often enough for me in the middle of the day (9:15 am - 2:00 pm)	1	2	3	4	5	6
Getting downtown by bus is inconvenient for me	1	2	3	4	5	6

5. Did you start riding the bus before August 1981?

☐ Yes

☐ No, please answer question below.

Approximately which month did you start? Month: \_\_\_\_\_ ☐ 1981 ☐ 1982

6. Have you started to ride the bus more often since August 1981?

☐ Yes

☐ No

If yes, why? \_\_\_\_\_

**SHOPPING:** We'd like to know about your shopping preferences. "Shopping" means any time you visited stores or business establishments to look at merchandise or obtain a service, whether you purchased something or not.

PLEASE TURN TO INSIDE PAGE →

7. Think about the times you went shopping during the *last week* (7 days). If you didn't go shopping, please fill in with a 0.
- a. How many times did you go to a major shopping center(s) *outside* downtown?  
 \_\_\_\_\_ times in the last week  
 Which center(s)? \_\_\_\_\_
- b. How many times did you go downtown to shop?  
 \_\_\_\_\_ times in the last week
8. If you went downtown to shop *last week*, how many times did you take the bus? \_\_\_\_\_ times
9. On what day of the week do you go shopping most often?

	No Particular Day	Mon	Tues	Wed	Thur	Fri	Sat	Sun
a. for groceries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. for other things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

10. About what time do you go shopping most often (for things other than groceries)?

(PLEASE CHECK THE TIME PERIOD WHICH MOST CLOSELY APPLIES)

☐ no time in particular      ☐ 9:15 a.m. — 12 noon      ☐ 2:00 — 6:00 p.m.  
☐ before 9:15 a.m.      ☐ 12 noon — 2:00 p.m.      ☐ after 6:00 p.m.

11. Where do you get information about special sales, new merchandise, etc.?

(PLEASE CHECK ALL THAT APPLY)

☐ word of mouth      ☐ radio      ☐ TV      ☐ newspaper  
☐ other, please specify \_\_\_\_\_

12. Do you use coupons which sometimes appear in the newspaper, are enclosed in packages, or sent to your home?

☐ frequently    ☐ sometimes    ☐ rarely    ☐ never

13. Do you try to buy things during special sales?

☐ frequently    ☐ sometimes    ☐ rarely    ☐ never

14. Please *circle* the number which best expresses your opinion about each of the following:

	Agree Strongly	Agree	Agree Slightly	Disagree Slightly	Disagree	Disagree Strongly
It's easy for me to get to downtown Spokane	1	2	3	4	5	6
The variety and types of stores downtown is poor	1	2	3	4	5	6
Combining shopping with other activities in downtown is convenient for me	1	2	3	4	5	6

**MID-DAY RIDER PROGRAM:** We'd like to know what you think about the Mid-day Rider Program.

15. Have you heard about the Mid-day Rider Program?

☐ Yes, please answer below.      ☐ No, please skip to the next question.

→ How did you hear about the program? (PLEASE CHECK ALL THAT APPLY)

<input type="checkbox"/> Picked up a discount special list	<input type="checkbox"/> Saw a display in a store or on a store window
<input type="checkbox"/> News story, either on TV, radio, or in a newspaper	<input type="checkbox"/> T-shirt
<input type="checkbox"/> Newspaper advertisement	<input type="checkbox"/> Bus driver told me
<input type="checkbox"/> Radio advertisement	<input type="checkbox"/> Friend told me
<input type="checkbox"/> Billboard	<input type="checkbox"/> Not sure
<input type="checkbox"/> Special Mid-day Rider event (Mid-day concert, Bloomsday Trade Fair, club activity, etc.)	<input type="checkbox"/> Other: _____

16. How often do you take a ticket from the machine on the bus?

☐ Almost everytime I use the bus      ☐ About every other time      ☐ Rarely  
☐ Never have. Please answer question below and then skip to question 28 (HOUSEHOLD SECTION)  
 → Why not? \_\_\_\_\_

17. Did you find the machine easy to use?    ☐ Yes    ☐ No, why not? \_\_\_\_\_

18. Have you ever wanted to use a ticket but found that the machine was not working?  
☐ Yes, answer question below. ☐ No  
     → Do you usually pick up a yellow claim form from the driver when this happens?  
         ☐ Every time ☐ Sometimes ☐ Never ☐ Didn't know a claim form was available
19. Do you *only* take a ticket when there is a particular product/service that you want? ☐ Yes ☐ No
20. Approximately how many tickets do you have saved right now? \_\_\_\_\_ tickets
21. During the *last month*, how often did you turn in the tickets in exchange for a product or service?  
☐ 1-2 times last month ☐ 3-4 times last month ☐ 5 or more times last month  
☐ I never have turned in a ticket.  
     Please answer question below and then skip to question 28 (HOUSEHOLD SECTION)  
     → Why not? \_\_\_\_\_
22. How long do you save a ticket before turning it in?  
☐ less than a week ☐ 1 week ☐ 2-4 weeks ☐ more than a month ☐ varies from month to month
23. For what kind of products have you turned in your ticket? (PLEASE CHECK ALL THAT APPLY)  
☐ Services (Beauty salon, photo processing, hotels, banks, etc.)  
☐ Recreation (Movies, clubs, ice rink, etc.)  
☐ Limited service restaurant (ice cream, sandwiches)  
☐ Full service restaurant (table service)  
☐ Grocery item (bakeries, candy, tea, etc.)  
☐ Clothing and Jewelry  
☐ Variety Goods (Cosmetics, drugs, etc.)  
☐ Furniture and household goods (Furniture, fabric)  
☐ Sporting Goods (Bicycle, etc.)  
☐ Other, specify \_\_\_\_\_
24. Do you usually buy anything else when you go into a store to turn in a ticket?  
☐ Generally ☐ Sometimes ☐ Never
25. Have you ever exchanged a ticket in a store where you had never been before? ☐ Yes ☐ No
26. If you had a choice of two products or services that you wanted, which discount would you prefer?  
☐ Big discount on an expensive product or service  
☐ Small discount on an inexpensive product or service
27. Do you think the Mid-day Rider tickets are more valuable than newspaper and magazine coupons?  
☐ Tickets are more valuable ☐ Coupons are more valuable ☐ They are worth about the same

**HOUSEHOLD:** We'd like to know a few things about you and your household. All information will be kept strictly confidential.

28. Which of the following best describes you? (PLEASE CHECK ONLY ONE ITEM)  
☐ employed full-time (more than 35 hrs./week) ☐ between jobs  
☐ employed part-time please give number of hours/week: \_\_\_\_\_ ☐ homemaker  
☐ student  
☐ retired  
☐ other, please specify: \_\_\_\_\_
29. Do you work downtown? ☐ Yes ☐ No ☐ Not employed
30. Counting yourself, how many workers are there in your household? \_\_\_\_\_ full-time \_\_\_\_\_ part-time
31. Counting yourself, how many people in your household are:  
     \_\_\_\_\_ under 5 years old \_\_\_\_\_ 5-15 years old \_\_\_\_\_ 16-65 years old \_\_\_\_\_ over 65 years old
32. Counting yourself, how many people in your household are licensed to drive?  
     \_\_\_\_\_ licensed drivers
33. How many motor vehicles (cars, motorcycles, vans, etc.) are available to you and other members of your household? \_\_\_\_\_ vehicle(s)



34. How long have you lived at your current home/apartment? \_\_\_\_\_ year(s) ☐ less than 1 year

35. In what range is your annual combined HOUSEHOLD income?  
(THIS INFORMATION IS NEEDED ONLY FOR STATISTICAL PURPOSES)

- ☐ 0-\$9,999  
☐ \$10,000-\$14,999  
☐ \$15,000-\$19,999  
☐ \$20,000-\$24,999  
☐ \$25,000-\$29,999  
☐ over \$30,000

36. Are you: ☐ Female ☐ Male

37. Did you fill out a survey on-board a Spokane Transit bus recently (March 1982)?

☐ Yes ☐ No

Comments: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

THANK YOU. Please drop the survey in the mail box (no postage necessary). If you wish any information about this survey, please call 624 1555.



NO POSTAGE  
NECESSARY  
IF MAILED  
IN THE  
UNITED STATES

**BUSINESS REPLY MAIL**

FIRST CLASS PERMIT NO. M1 CHENEY, WASHINGTON

POSTAGE WILL BE PAID BY -

SPOKANE TRANSIT SURVEY  
c/o Transportation Center  
206 Isle Hall  
Eastern Washington University  
Cheney, Washington 99004



# NEW RIDER/TICKET REFUSER ON-BOARD SURVEY (1)

Date: \_\_\_\_\_ Time: \_\_\_\_\_  
Route: \_\_\_\_\_

SCREEN 1 →

Did you take a ticket from the machine on the bus?

☐ NO

☐ YES

If NO, why not:

☐ Not aware

☐ Forgot

☐ Do not shop downtown

☐ Don't like discount items

☐ Too much trouble

☐ Already have enough tickets

☐ Don't ride the bus that often

☐ Machine covered

☐ Other, \_\_\_\_\_

SCREEN 2 →

Did you ride the bus before the ticket program started?  
(Before August 3, 1981)

☐ NO

☐ YES

If NO, go to Screen 5

If YES, go to Screen 3

SCREEN 3 →

Did you ever ride the bus *during the mid-day* (9:15 a.m. to 2:00 p.m.)  
before ticket program started on August 3, 1981?

☐ NO

☐ YES

If NO, go to Screen 5

If YES, go to Screen 4

SCREEN 4 →

Have you started to ride the bus more often since the ticket program  
started? (August 3, 1981)

☐ NO

☐ YES

If YES or NO, end survey  
with THANK YOU.

SCREEN 5 →

Have you already received a survey today?

☐ NO

☐ YES

If NO, hand the rider  
Forms A & B

If YES, END interview with  
a THANK YOU.

NEW RIDER/TICKET REFUSER ON-BOARD SURVEY (2)

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Route: \_\_\_\_\_

SCREEN 1 →

Did you take a ticket from the machine on the bus?

☐ NO

☐ YES

If NO, why not:

If YES, did you use a pass  
to pay for your trip?

☐ Not aware

☐ YES ☐ NO, paid cash

☐ Do not shop downtown

☐ NO, other: \_\_\_\_\_

☐ Too much trouble

☐ Don't ride the bus that often

☐ Forgot

☐ Don't like discount items

☐ Already have enough tickets

☐ Machine covered

☐ Other: \_\_\_\_\_

SCREEN 2 →

Did you ride the bus before the ticket program started? (Before August 3, 1981)

☐ NO

☐ YES

If NO, go to Screen 5

If YES, go to Screen 3

SCREEN 3 →

Did you ever ride the bus during the mid-day (9:15 a.m. to 2:00 p.m.) before  
ticket program started on August 3, 1981?

☐ NO

☐ YES

If NO, go to Screen 5

If YES, go to Screen 4

SCREEN 4 →

Have you started to ride the bus more often since the ticket program started?  
(August 3, 1981)

☐ NO

☐ YES

If YES or NO, end survey with THANK YOU.

SCREEN 5 →

Have you already received a survey today? [Surveyor note: if rider remembers  
filling out a survey last Fall (October), check here: ☐ = filled out last Fall and  
END survey with a THANK YOU.]

☐ NO

☐ YES

If NO, hand the rider  
Forms A & B.

If YES, END survey with  
a THANK YOU.



NEW RIDER/TICKET REFUSER ON-BOARD SURVEY (3)

Date: \_\_\_\_\_ Time: \_\_\_\_\_

Route: \_\_\_\_\_

SCREEN 1 →

Did you take a ticket from the machine on the bus?	
<input type="checkbox"/> NO	<input type="checkbox"/> YES
If NO, why not:	
<input type="checkbox"/> Not aware	If YES, did you use a pass to pay for your trip?
<input type="checkbox"/> Do not shop downtown	<input type="checkbox"/> YES <input type="checkbox"/> NO, paid cash
<input type="checkbox"/> Too much trouble	<input type="checkbox"/> NO, other: _____
<input type="checkbox"/> Don't ride the bus that often	_____
<input type="checkbox"/> Forgot	_____
<input type="checkbox"/> Don't like discount items	_____
<input type="checkbox"/> Already have enough tickets	
<input type="checkbox"/> Machine covered	
<input type="checkbox"/> Other: _____	

SCREEN 2 →

Did you ride the bus before the ticket program started? (Before August 3, 1981)	
<input type="checkbox"/> NO	<input type="checkbox"/> YES
If NO, go to Screen 5	If YES, go to Screen 3

SCREEN 3 →

Did you ever ride the bus <i>during the mid-day</i> (9:15 a.m. to 2:00 p.m.) before ticket program started on August 3, 1981?	
<input type="checkbox"/> NO	<input type="checkbox"/> YES
If NO, go to Screen 5	If YES, go to Screen 4

SCREEN 4 →

Have you started to ride the bus more often since the ticket program started? (August 3, 1981)	
<input type="checkbox"/> NO	<input type="checkbox"/> YES
If YES or NO, end survey with THANK YOU.	

SCREEN 5 →

Have you already received a survey today? [Surveyor note: if rider remembers filling out a survey last Fall (October), check here: <input type="checkbox"/> = filled out last Fall and END survey with a THANK YOU.]	
<input type="checkbox"/> NO	<input type="checkbox"/> YES
If NO, hand the rider Forms A & B.	If YES, END survey with a THANK YOU.



SEPTEMBER 1983 ON-BOARD SURVEY QUESTIONNAIRE

**BUS RIDER SURVEY**

Please take a few minutes to answer these questions to help us plan the mid-day rider ticket program. Return form to survey taker before you get off the bus. Thank you.

1. Did you take a Mid-day Rider ticket when you got on the bus for this trip?  
1 ☐ Yes  
2 ☐ No. Why not? \_\_\_\_\_
2. How often do you take a Mid-day Rider ticket from the ticket machine (when the machines are uncovered)?  
1 ☐ Almost every time I use the bus  
2 ☐ About every other time  
3 ☐ Rarely  
4 ☐ I never take a ticket
3. During the last MONTH, how many times did you exchange a Mid-day Rider ticket for a product or service?  
1 ☐ 5 or more times  
2 ☐ 3-4 times  
3 ☐ 1-2 times  
4 ☐ No times last month  
5 ☐ I have never turned in a ticket
4. Where do you *most often* exchange your Mid-day Rider tickets?  
1 ☐ Downtown stores      4 ☐ Other \_\_\_\_\_  
2 ☐ Neighborhood stores      5 ☐ I don't exchange tickets  
3 ☐ Shopping centers
5. How do you *usually* get to the store where you exchange Mid-day Rider tickets?  
1 ☐ Bus      4 ☐ Other \_\_\_\_\_  
2 ☐ Car      5 ☐ I don't exchange tickets  
3 ☐ Walk
6. Have you ever exchanged a ticket in a store where you have never been before?  
1 ☐ Yes      2 ☐ No  
    6b. Have you made a return visit to that store when you did not have a ticket to exchange?      1 ☐ Yes      2 ☐ No
7. Do you usually buy something else when you go into a store to turn in a ticket?  
1 ☐ Generally      2 ☐ Sometimes      3 ☐ Never

PLEASE TURN OVER -

8. In the last WEEK (last 7 days), how many trips did you make by bus during the following hours (when the machines are uncovered)?

Mon-Sat, 9:15 AM to 2:00 PM? \_\_\_\_\_ (# of trips)

Mon-Sat, 5:45 PM to midnight? \_\_\_\_\_ (# of trips)

Sunday, all day \_\_\_\_\_ (# of trips)

**NOTE: GOING SOMEWHERE  
& BACK BY BUS COUNTS AS  
TWO (2) TRIPS.**

9. Did you begin riding the bus before the Mid-day Rider program began (in August 1981)?

1 ☐ Yes

2 ☐ No. Date you began riding? \_\_\_\_\_ / \_\_\_\_\_  
MONTH YEAR

10. As a result of the Mid-day Rider ticket program do you ever change the time of a bus trip from the peak period to the mid-day or evening hours?

1 ☐ Yes

2 ☐ No

11. For which of these purposes do you generally use the bus?

(PLEASE CHECK ALL ANSWERS THAT APPLY)

☐ Work

☐ Running errands (bank, cleaners, etc.)

☐ School

☐ Recreation or visit

☐ Shopping

☐ Medical/dental

12. Are you: 1 ☐ Female 2 ☐ Male

13. What is your age? \_\_\_\_\_ years

14. Which of the following describes you?

1 ☐ Employed

4 ☐ Homemaker

2 ☐ Between jobs

5 ☐ Retired

3 ☐ Student

6 ☐ Other \_\_\_\_\_

PLEASE EXPLAIN

15. In what range is your combined HOUSEHOLD annual income?

1 ☐ Under \$10,000

4 ☐ \$20,001 to \$25,000

2 ☐ \$10,001 to \$15,000

5 ☐ \$25,001 to \$30,000

3 ☐ \$15,001 to \$20,000

6 ☐ Over \$30,000

16. What type of specials (products or services) would you like to have offered in exchange for Mid-day Rider tickets?

a. \_\_\_\_\_

b. \_\_\_\_\_

c. \_\_\_\_\_

17. Are there any features of the Mid-day Rider program you don't like?

1 ☐ Yes 2 ☐ No

17b. Please explain: \_\_\_\_\_

**THANK YOU FOR YOUR HELP. PLEASE RETURN THIS FORM  
TO THE SURVEY TAKER BEFORE YOU LEAVE THIS BUS.**



BUS DRIVER SURVEY

1. What Mid-day Rider Program shifts did you drive, before the program changed to the Bus Plus? (Please check all that apply.)  
☐ Weekday, midday      ☐ Saturday, midday      ☐ Sunday, all day  
☐ Weekday, evening      ☐ Saturday, evening
2. Please indicate how often comments are made to you by passengers about the Mid-day Rider/Bus Plus program.  

<u>Good Comments</u>		<u>Bad Comments</u>	
Frequently <input type="checkbox"/>	Rarely <input type="checkbox"/>	Frequently <input type="checkbox"/>	Rarely <input type="checkbox"/>
Sometimes <input type="checkbox"/>	Never <input type="checkbox"/>	Sometimes <input type="checkbox"/>	Never <input type="checkbox"/>
3. Has the switch to Bus Plus and eliminating the ticket machines made any difference in your job?  
☐ No  
☐ Yes. Please explain: \_\_\_\_\_  
\_\_\_\_\_
4. Which of the following best describe your feeling about the Mid-day Rider/Bus Plus program?  
☐ It has made my job more enjoyable  
☐ It has made my job less enjoyable  
☐ It has not affected my job
5. Overall do you think the Mid-day Rider/Bus Plus program is  
A good idea because \_\_\_\_\_  
\_\_\_\_\_  
A poor idea because \_\_\_\_\_  
\_\_\_\_\_  
A little bit of both because \_\_\_\_\_  
\_\_\_\_\_
6. Any other comments?

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